



Agenda

Regular City Council Meeting

City Council Chambers, City Hall, 39 Main Street, Montpelier, VT 05602 & Zoom

<https://us06web.zoom.us/j/82103100076?pwd=gTUr2BbasovVeDrxSQxOTlvr7dOw6K.1>

Meeting ID: 821 0310 0076 Passcode: 966616

Dial by your location: +13092053325,,82103100076#,,,,*966616# US

+13126266799,,82103100076#,,,,*966616# US

Wednesday, August 26, 2026

6:30 P.M.

1. Call To Order By The Mayor
2. 2026-329. Meeting Logistics and Remote Introductions
 - Display your first and last name if you are joining remotely.
 - When speaking, state your name and where you live.
 - For items on the agenda, please keep comments to about two minutes so others have the opportunity to speak.
 - If you have several questions, please ask them together.
 - Focus comments on the agenda item under discussion.
 - Direct remarks toward policies, decisions, and ideas, not individuals.
 - Avoid comments about a person's character or intent.
 - Wait to be recognized by the Mayor before speaking.
 - Follow the rules of procedure included in the agenda packet, which guide how the meeting is conducted and may be applied as needed to maintain orderly discussion.
3. 2026-330. Approve Agenda
4. 2026-331. Commendations - Recognizing Educators

Public Hearing (Public Comment)

5. 2026-332. Responsible Employer Ordinance - 2nd Reading/public hearing (6:45 PM)

Formal Consideration (Public Comment)

6. 2026-333. Ambulance Billing Rates (7:15 PM)

General Public Comment (5 Minutes Per Speaker) (7:30 PM)

Informal Consideration

7. 2026-334. Committee Administration Policy (8:00 PM)
8. 2026-335. Committee Appointments (8:30 PM)

Discussion

9. 2026-336. Homelessness Update (8:45 PM)
10. 2026-337. Consent Agenda (9:00 PM)
 - a. Minutes
 - b. Payroll and Warrant Approval
 - c. Amendment to Tail Water Engineering Contract
 - d. Green Mount Cemetery Drainage Analysis Proposal
 - e. Department of Public Works Equipment Barn Temporary Heating System
 - f. Award of FEMA Disaster Recovery and Mitigation Technical Assistance Master Services Agreement.
 - g. Approval of Environmental Assessment Consultant for CDBG-DR Grant
 - h. Sidewalk Plow #15 Purchase
11. 2026-338. Future Agendas (9:05 PM)
12. 2026-339. City Council Reports
13. 2026-340. City Clerk's Report
14. 2026-341. City Manager's Report
15. 2026-342. Mayor's Report
16. Adjournment



America's Small Town Capital

Mayor Marc Gwinn

City Council Members:

Sal Alfano
Cary Brown
Ben Doyle
Paul Costello
Pelín Kohn
Jim Sheridan

Kelly McNicholas Kury
City Manager

Vacant
Assistant City Manager

Evelyn Prim
Communications Coordinator

CITY OF MONTPELIER

CITY COUNCIL RULES OF PROCEDURE FOR MEETINGS

PURPOSE. The City Council of Montpelier is required by law to conduct its meetings following the Vermont Open Meeting Law. 1 V.S.A. §§ 310-314 and the Montpelier City Charter. The Authorities of the City Council and the City Manager are defined in the Montpelier City Charter. The City Council must determine its own rules and order of business under 3§ 312.

A “meeting” is defined as a gathering of a quorum of the members of a public body for the purpose of discussing the business of the public body or for the purpose of taking action. 1 V.S.A. § 310(3)(A). Meetings of the City Council must always be open to the public, except as provided in 1 V.S.A. § 313 for executive session. The purpose of these meetings is to conduct the business of the public body efficiently and effectively, while still allowing a reasonable opportunity for public comment.

APPLICATION. This policy setting forth Rules of Procedure applies to the City Council of Montpelier, referred to below as “the body.” These rules apply to all regular, special, and emergency meetings of the body. These rules do not apply to municipal quasi-judicial proceedings. The City Council of Montpelier adopts these rules to further its significant interest in conducting its meetings in an efficient and orderly fashion. To this end, the following rules are established for the conduct of all persons, including board members, staff members, and members of the public attending the body’s meeting.

ORGANIZATION.

- a. A quorum of the City Council is four members, which quorum can be reached with the presence of the Mayor. *City Charter § 310*
- b. If a quorum is not present, no meeting can take place. *1 V.S.A. § 172*
 - i. Following the annual meeting, the City Council elects a President, Vice President, and Parliamentarian. *City Charter § 304*
 - ii. The President assumes all the duties of the Mayor in the event of a vacancy in that office.
 - iii. The Vice President assumes powers and duties of the Mayor in the event of a vacancy in the offices of Mayor and President.

- iv. The Parliamentarian advises the Council on rules of procedure.
- c. The Mayor serves as the Chair at all City Council meetings with the powers of moderator and also has a voice and vote in City Council meetings in accordance with these Rules of Procedure. *City Charter § 402*
- d. The Chair shall preserve order in the meetings and regulate its procedure by applying these Rules of Procedure impartially to all members and the public.
- e. These rules may be amended by majority vote of the body and must be readopted annually after Town Meeting Day.
 - i. If changes are made to these Rules of Procedure mid-year, the change should be incorporated into this document and readopted as a whole.
 - ii. Readoption of these Rules of Procedure is understood to repeal and replace all previously adopted rules of procedure.

AGENDAS.

- a. The City Manager shall prepare a written agenda for each meeting of the Council. The City Manager shall add to the agenda any items requested by a Council member or by written request of any other person. *City Charter § 309*
- b. The City Manager will work with the Mayor to finalize the agenda.
- c. Requests to add items to the agenda should be forwarded to the City Manager no later than noon on the Thursday preceding the regular City Council Meeting.
- d. The City Manager will endeavor to publish the agenda and supporting materials by end of day on Friday preceding the regular City Council Meeting.
- e. The agenda shall be posted in accordance with State law. The three designated physical posting locations are: *City Charter § 309, 1 V.S.A. §§ 310-314*
 - i. City Hall,
 - ii. the Kellogg Hubbard Library, and
 - iii. the Montpelier Senior Activity Center.
- f. At least 48 hours prior to a regular meeting, and at least 24 hours prior to a special meeting, a meeting agenda must be posted on the City of Montpelier's website: www.montpelier-vt.org. *1 V.S.A. §§ 310-314*
- g. The agenda must also be made available to any person who requests it prior to the meeting. *1 V.S.A. §§ 310-314*
- h. Each agenda may contain a section entitled Consent Agenda. Items listed on the Consent Agenda may be voted upon collectively. Examples of such Consent Agenda items are the minutes, vendors' licenses, routine approvals and other non-controversial matters.
- i. A council member may request to remove an item from the Consent Agenda and vote on it separately. This request should be made to the Mayor and City Manager 24 hours ahead of the meeting whenever possible. This request will be formalized when the agenda is approved as the first act of business at the meeting.
- j. Any addition to or deletion from the noticed agenda may be made by majority vote as the first act of business at the meeting.
- k. No additions to or deletions from the agenda will be considered once the first act of business at the meeting has commenced.
- l. Any other adjustment to the noticed agenda, for example, changing the order of business, or postponing or tabling actions, may be made by majority vote of the body at any time during the meeting.
- m. The agenda will include estimated times for each item. These times are estimates and not prescribed.

- n. The agenda for regular meetings will include a scheduled break at approximately the estimated mid-point of the meeting. The Chair will have discretion to move the break based on the items on the agenda and progression of the meeting.
- o. General Public Comment, formerly known as General Business and Appearances, will be scheduled on the agenda to occur immediately after the break. The Chair will have discretion to make adjustments to this timing based on the items on the agenda and the progression of the meeting.
- p. Public comment will be allowed for Public Hearings and Formal Consideration Items as well as for General Public Comment. The Chair will have discretion to allow public comment on additional items. The agenda may organize items under categories including:
 - i. Commendations
 - ii. Public Hearings,
 - iii. Formal Consideration Items,
 - iv. Informal Consideration Items,
 - v. Discussion Items,
 - vi. Consent Agenda,
 - vii. Future Agendas, and
 - viii. Other Business
- q. Other Business. No binding action can be taken on matters not appearing on the agenda, unless when necessary to respond to an unforeseen occurrence or condition requiring immediate attention by the body, and only with a vote of two-thirds of the Council Members present at the meeting or four Council Members present, whichever is more.
- r. Whenever the body includes an executive session as an item on a posted meeting agenda, it shall list the agenda item as “proposed executive session” and indicate the nature of the business of the executive session. *1 V.S.A. §§ 310-314*
- s. The Council is able to call an executive session during an open meeting at any time whether it is proposed on the agenda or not, as allowable by statute. *1 V.S.A. §§ 310-314*

MEETINGS

- a. Regular meetings will take place on the second and fourth Wednesday of the month at 6:30pm at City Council Chambers at City Hall at 39 Main Street, Montpelier. *City Charter § 307*
- b. Special meetings must be publicly announced at least 24 hours in advance by giving notice to: all members of the body, either orally or in writing, unless previously waived; an editor, publisher or news director, or radio station serving the area; and any person who has requested notice of such meetings. In addition, notices must be posted in the municipal clerk’s office and at the designated places in the municipality in section 2e. *1 V.S.A. §§ 310-314*
- c. Special meetings may also be called by the Clerk on a petition signed by the majority of the City Council and filed with the Clerk. *City Charter § 308*
- d. The Council may enter into executive session by majority vote in accordance with 1 V.S.A. § 313(a) as may be amended from time to time. *1 V.S.A. §§ 310-314*
- e. Meetings of the body may be recessed (i.e., a brief break) when called by the Chair, or upon a motion and affirmative vote of a majority of the Council.
- f. Meetings of the body may be adjourned (i.e., postponed) when called by the Chair, or upon a motion and affirmative vote of a majority of the Council.
- g. Members are allowed to attend a meeting electronically. Pursuant to 1 V.S. A. § 312(a)(2), when one or more members attend a meeting electronically, a roll call vote is required for votes that are not unanimous. As allowed by State Statute or action, meetings may take place fully electronically.

- h. There is no allowance for voting by proxy. A member must be either physically present or, if applicable, present using electronic or other means in order to vote.

MOTIONS AND VOTING.

- a. Four votes are required to transact business of the council. *City Charter § 310*
- b. The Chair only votes to break a tie vote, to create a tie vote, or to create a fourth vote.
- c. No vote is required unless a motion is made and seconded. The Chair may not make, but may second a motion.
- d. There is no limit to the number of times a member of the body may speak to a question.
- e. A member may speak or make a motion only after being recognized by the Chair.
- f. Motions to close or limit debate will be entertained.
- g. Any member of the body may request a roll call vote at any time.
- h. A member of the body may call a point of order at any time, without being recognized, to bring attention to a potential rule violation. A point of order does not require a second or a vote. The Chair will rule on all points of order.
- i. The body shall follow the most recent version of Robert's Rules of Order when a particular action or procedure is not addressed by these Rules of Procedure or the City Charter.

PUBLIC PARTICIPATION.

- a. All meetings of the City Council shall be open to the public and conducted in accordance with the Vermont Open Meeting Law and rules of procedure adopted by the Council, except that a meeting may be closed to the public for deliberations of the Council when acting in a quasi-judicial capacity or in accordance with the executive session provision of the Vermont Open Meeting Law. *City Charter § 312*
- b. All meetings of the body are a limited public forum. They are conducted in the public; they are not meetings of the public.
- c. Members of the public will be afforded a reasonable opportunity to express their opinions about matters considered by the body, so long as order is maintained according to these rules. *1 V.S.A. §§ 310-314*
- d. Public comment shall be subject to reasonable rules established by the chairperson. *1 V.S.A. §§ 310-314*
- e. The body will take public comment on items noted for public comment on the agenda, as well as during the time allotted for 'General Public Comment' (formerly known as General Business and Appearances). The Chair will have discretion to limit or to allow additional comment on items.
- f. If a member of the public speaks on an agenda item during 'General Public Comment', they will be asked to refrain from commenting on it again when the item is being discussed.
- g. Speakers will be taken on a first-come, first-served basis, though the Chair may suspend this rule to facilitate requests of individuals or Council Members.
- h. Members of the public must be acknowledged by the Chair before speaking.
- i. Speakers will be asked to state their name and/or address.
- j. All public comment must be addressed to the Chair.
- k. Five minutes will be afforded to each speaker during 'General Public Comment'. The Chair may shorten this time if a large number of speakers request to speak.
- l. Public Hearings are actions that are required to take public comment such as ordinances, adoption of master plans, etc. Before any action is taken by the body, members of the public will be afforded two minutes each for public comment. The Chair may amend this time to facilitate requests of Council Members.

- m. Formal Consideration Items are those that have a forward, public facing policy effect and would include items such as rate setting, management plans of public facilities, policies around public services, etc, . Before any action is taken by the body, members of the public will be afforded two minutes each for public comment. The Chair may amend this time to facilitate requests of Council Members.
- n. Informal Consideration Items are those that are administrative in nature or are in service to the Council's role. These items would include board appointments, consultant contracts, or administrative expenditures. These items would not allow for public comment but any member of the public could address them in General Public Comment. A member of the body can request to take public comment on these items and will make this request during the approval of the agenda before the start of business. The Chair will have discretion to amend this time based on the progression of the meeting.
- o. No member of the public may speak longer than the minutes afforded without the consent of the Chair or a vote of the majority of the body .
- p. The balance of time not used by a speaker will expire and cannot be reserved or yielded to another.
- q. Members of the public may not disrupt the business of the body. The Chair may use their discretion to call any disruptive members of the public out of order. The Chair may ask a disruptive member of the public to leave. If a member of the public does not refrain from disrupting the meeting, the Chair may call a temporary recess. If the disruptions continue after the recess, the meeting may be adjourned when called by the Chair, or upon a motion and affirmative vote of a majority of the Council.
- r. If a member of the public attending electronically does not refrain from disrupting the meeting, the Chair may direct staff to mute the participation of the member for the remainder of the meeting.

MEETING MINUTES.

- a. All minutes of the City Council meetings shall be recorded and shall be available to the public as provided in the general access to public records laws of the State. *City Charter § 313*
- b. Minutes must be posted no later than five calendar days after the meeting to the official website of the body.
- c. Minutes will be approved by a majority of the total membership of the body as part of the Consent Agenda.
- d. If a member of the body wishes to pull the minutes from the Consent Agenda, they can be amended by concurrence of a majority of the total membership of the body.

Effective – August 12, 2026

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CITY COUNCIL Agenda Item Cover Sheet

Date: August 26, 2026

- ☐ Public Hearing – public comment
- ☐ Formal Consideration – public comment
- ☐ Informal Consideration
- ☐ Discussion
- ☐ Consent Agenda

SUBJECT: Commendation Recognizing Educators on the First Day of School

SUBMITTING DEPARTMENT: Mayor Marc Gwinn

RECOMMENDED ACTION: N/A

RELATED COUNCIL GOAL/PRIOR ACTION (Highlight as many as needed):

- 1. ☐ Housing
- 2. ☐ Infrastructure
- 3. ☐ Economic Development

EXPENDITURE REQUIRED: No

SOURCE OF FUNDS: N/A

LEGAL REQUIREMENTS: N/A

BACKGROUND INFORMATION: Wednesday, August 26, is the first day of school in the Montpelier Roxbury Public School District 2026-2027 school year.

SUPPORTING DOCUMENTS:

- 1. N/A

INTERESTED PARTIES: Community members.

CITY MANAGER'S APPROVAL:

Kelly McMichael-King



CITY COUNCIL Agenda Item Cover Sheet

Date: August 26, 2026

- ☒ Public Hearing – public comment
- ☐ Formal Consideration – public comment
- ☐ Informal Consideration
- ☐ Discussion
- ☐ Consent Agenda

SUBJECT: 2nd Reading and Public Hearing of Proposed Repeal of the Responsible Employer Ordinance

SUBMITTING DEPARTMENT: DPW through the City Manager's Office

RECOMMENDED ACTION: Open the 2nd reading and public hearing and move to Repeal the Responsible Employer Ordinance, City Code Section 2 Article 10.

Suggested language for motion: *"Approve the repeal of the Responsible Employer Ordinance in the City Code, Sections 2-1000 through 2-1011."*

RELATED COUNCIL GOAL/PRIOR ACTION (Highlight as many as needed):

1. ☐ Housing
2. ☒ Infrastructure
3. ☐ Economic Development

EXPENDITURE REQUIRED: None

SOURCE OF FUNDS: N/A

LEGAL REQUIREMENTS: 24 V.S.A. § 1972; City Code Sec. 1-7. - AMENDMENTS TO CODE.

BACKGROUND INFORMATION:

City Council discussed the Responsible Employer Ordinance at its July 22nd meeting and then held a first reading and public hearing on repealing this ordinance at its August 12, 2026 meeting. This ordinance was suspended for a period of two years on October 9th, 2024. As the suspension period is approaching its expiration date, staff brought the item back to council for their consideration to either enforce, amend, or repeal the ordinance. Council directed staff to bring it back for repeal which requires two readings and public hearings.

At the first reading and public hearing on August 12, 2026, council acknowledged that the content of this item is more appropriate for a policy and not an ordinance since it is not coupled with any civil or criminal penalties. Council further identified a number of administrative issues with the language of the ordinance as currently written. There was discussion about potentially capturing the spirit of this ordinance in a future amendment to the City's Procurement Policy. Since the August 12 meeting, staff has not received any input from councilors with specific language requests to either amend this ordinance, amend the Procurement Policy at this time, or introduce a standalone policy or resolution addressing the equity goals endeavored in the original ordinance.

Staff recommends that Council repeal this ordinance on 2nd reading after holding the public hearing. Staff further recommends that Council identify if they would like staff to bring back a future policy or amendments to the Procurement Policy and direct the content to address therein.

SUPPORTING DOCUMENTS:

1. [Agenda Cover Sheet October 9, 2024](#)
2. [Agenda Cover Sheet November 13 2019](#)
3. [Responsible Employer Ordinance](#)
4. [Memo to Council July 22, 2026](#)

INTERESTED PARTIES: City Council, DPW

CITY MANAGER'S APPROVAL:

A handwritten signature in cursive script, reading "Kelly McMichael-Kurz".



CITY COUNCIL Agenda Item Cover Sheet

Date: August 26, 2026

- ☐ Public Hearing – public comment
- ☒ Formal Consideration – public comment
- ☐ Informal Consideration
- ☐ Discussion
- ☐ Consent Agenda

SUBJECT: Ambulance Billing Rate Adjustment

SUBMITTING DEPARTMENT: Montpelier Fire and Ambulance Department.

RECOMMENDED ACTION: Approve the updated rates for ambulance-related services, as outlined in Table 3, effective September 1, 2026.

Sample motion: *"I move to approve the ambulance billing rates specified in Table 3 of the enclosed memo, effective September 1, 2026."*

RELATED COUNCIL GOAL/PRIOR ACTION (Highlight as many as needed):

- 1. ☐ Housing
- 2. ☐ Infrastructure
- 3. ☐ Economic Development

EXPENDITURE REQUIRED: None

SOURCE OF FUNDS: Revenue

LEGAL REQUIREMENTS: N/A

BACKGROUND INFORMATION: The City of Montpelier provides EMS services and bills for those services for calls in Montpelier, Middlesex, Worcester, and a portion of Moretown. The City additionally provides billing services for Barre City and East Montpelier. The billable rates allowable under Medicaid and Medicare change regularly. Accordingly, this adjustment changes the current fee for services. The last rate increase approved by council was one year ago.

SUPPORTING DOCUMENTS:

- 1. Memo from Montpelier Fire Chief, Derek Libby, dated August 20, 2026

INTERESTED PARTIES: City Council, Staff

CITY MANAGER'S APPROVAL:

A handwritten signature in cursive script, reading "Kelly McMichael-Kurz".

Montpelier Ambulance Rate Increase
Addendum Table 3

Table 3: Proposed Ambulance Rates

Service Level (HCPSC*)	Current Charge	Proposed New Rate	Proposed Increase %	Proposed Increase Amount
BLS – non-emergency	\$988.00	\$1,059.39	7.23%	\$71.39
BLS – Emergency	\$1,580.00	\$1,695.02	7.28%	\$115.02
ALS 1 – Non-Emergency	\$1,185.00	\$1,271.26	7.28%	\$86.26
ALS 1 – Emergency	\$1,877.00	\$2,012.83	7.24%	\$135.83
ALS 2 – Emergency	\$2,716.00	\$2,913.31	7.26%	\$197.31
Critical Care Transport	\$3,210.00	\$3,443.00	7.26%	\$233.00
Mileage (loaded miles – 1-17))	\$33.00	\$37.44	13.45%	\$4.44
BLS Crew Intercept	\$500.00	\$500.00	0%	\$0.00
ALS Crew Intercept	\$300.00	\$300.00	0%	\$0.00
Treatment – No Transport *	\$450.00	\$450.00	0%	\$0.00
Coverage for Out-of- Service Communities	\$432.00	\$450.00	4.17%	\$18.00



To: City of Montpelier City Council Members
 From: Derek R. Libby – Fire Chief
 Date: August 20, 2026
 Re: MFD Ambulance Rates

The Montpelier Fire and Ambulance Department is seeking approval to amend the rates associated with operating our ambulance services. The annual rate schedule adjustments are consistent with permissible billing rates and practices centered around the Medicare/Medicaid schedules. Since adopting our current fee schedule, allowable reimbursements have changed; therefore, we are adjusting our rates in certain areas to recover costs. Appendix A provides detailed definitions of each service level.

Table 1: MFD Current Rates

Service Level (HCPCS*)	Montpelier Current Charge	Medicare Allowable Rate	Medicare Paid Amount (80% of Allowed rate)- 2% Sequestration Fee	Medicaid Allowed Rate
BLS – non-emergency	\$988.00	\$291.04	\$228.17	\$270.28
BLS – Emergency	\$1580.00	\$465.67	\$265.09	\$432.54
ALS 1 – Non-Emergency	\$1,185.00	\$349.25	\$273.81	\$324.34
ALS 1 – Emergency	\$1,877.00	\$552.98	\$433.53	\$513.54
ALS 2 – Emergency	\$2,716.00	\$800.37	\$627.49	\$743.28
Critical Care Transport	\$3,210.00	\$945.90	\$741.59	\$878.42
Mileage (loaded miles)	\$33.00	\$14.12/mile	\$11.08/mile	\$8.71/mile
Mileage (18+)		\$9.24/mile		
BLS Intercept	\$500.00	\$500.00	0%	\$0.00
ALS Intercept	\$300.00	\$300.00	0%	\$0.00
Treatment – No Transport*	\$450.00	\$450.00	0%	\$0.00
Coverage for Out-of-Service Communities	\$432.00	\$432.00	0%	\$0.00

*HCPCS – Healthcare Common Procedure Coding System (see Appendix A for definitions)



While an agency may establish its own fee schedule, Medicare and Medicaid have fixed reimbursement rates for patients covered under their respective insurance plans. Unfortunately, the differences between our billed rates and the paid rates for Medicare and Medicaid must be written off by the city as uncollectible fees.

The following charts are based on ambulance incidents in Fiscal Year 25 and provide a high-level overview of annual incident volume.

Table 2: FY25 Ambulance Billing Charge by Type

Charge Type	Count of Incidents	Percentage of Total
BLS – Emergency	486	28.47%
ALS - 1 Emergency	469	27.48%
ALS - 2	11	0.64%
BLS non-emergency	24	1.41%
Critical Care Transport	0	0.00%
Treat-no-transport	274	16.05%
Other non-billable calls	443	25.95%
Total	1,707	100.00%

The proposed rate schedule will again more closely represent the actual cost of services provided. These rates will continue to reduce the need to subsidize services from the tax base.

Based on an evaluation of costs associated with providing EMS services, we believe the proposed fee schedule below provides a fair and equitable approach to managing delivery costs and aligns us with regional rates currently in effect by neighboring EMS transport agencies.



Table 3: Proposed Ambulance Rates

Service Level (HCPs*)	Current Charge	Proposed New Rate	Proposed Increase %	Proposed Increase Amount
BLS – non-emergency	\$988.00	\$1,059.39	6.97%	\$90.00
BLS – Emergency	\$1,580.00	\$1,695.02	7.02%	\$143.00
ALS 1 – Non-Emergency	\$1,185.00	\$1,271.26	7.02%	\$107.00
ALS 1 – Emergency	\$1,877.00	\$2,012.83	6.98%	\$171.00
ALS 2 – Emergency	\$2,716.00	\$2,912.31	6.97%	\$247.00
Critical Care Transport	\$3,210.00	\$3,443.00	7.00%	\$1960.00
Mileage (loaded miles – 1-17))	\$33.00	\$37.44	12.61%	\$3.35
BLS Crew Intercept	\$500.00	\$500.00	0%	\$0.00
ALS Crew Intercept	\$300.00	\$300.00	0%	\$0.00
Treatment – No Transport *	\$450.00	\$450.00	0%	\$0.00
Coverage for Out-of-Service Communities	\$432.00	\$450.00	0%	\$0.00

*Treatment No Transport permitted by H662 at the Medicare BLS rate. (eff. 07.01.2024)

Medicaid beneficiary who was not transported to the hospital:

In the past, the city bore these “Treatment without transport” costs. This reimbursement mechanism will allow the department to be reimbursed for these services.

These incidents must meet defined criteria to be eligible for reimbursement.

- Call originated through 9-1-1- or a first responder dispatch; AND
- Member (patient) consents to evaluation and treatment; AND
- Post evaluation, the medic and member agree there is not a medical emergency; AND
- Evaluation and treatment are rendered to the member by EMS Protocols; AND
- Member does not desire transport to an emergency department for evaluation; AND



- Member is stable for referral to and follow-up with the member's primary care provider or other community resource; AND
- Members have the ability (i.e., mental capacity and transportation resources)

A summary by Credit Code for FY26 shows the following percentages of payments received, based on payee source.

Description	% of Calls	Amount Received	% of revenue
Medicare	28.86	\$210,670.72	32.31
Medicaid	28.33	\$144,029.74	22.09
Insurance Payment	22.95	\$173,276.76	26.57
Patient Payment	8.34	\$18,677.14	2.86
Medicare Advantage	6.39	\$43,902.32	6.73
Other	5.13	\$61,479.42	9.44
TOTAL		\$652,039.10	

Based on the information provided, the City Council is requested to approve the updated rates for ambulance-related services, as outlined in Table 3, effective September 1, 2026.



Appendix A: Center for Medicare & Medicaid Services

Definitions

Basic Life Support (BLS)

Basic Life Support (BLS) is transportation by ground ambulance vehicle and the provision of medically necessary supplies and services, including BLS ambulance services as defined by the State. The ambulance must be staffed by an individual who is qualified in accordance with State and local laws as an Emergency Medical Technician-Basic (EMT-Basic). These laws vary from State to State or within a State. For example, only in some jurisdictions is an EMT-Basic permitted to operate limited equipment onboard the vehicle, assist more qualified personnel in performing assessments and interventions, and establish a peripheral intravenous (IV) line.

Basic Life Support (BLS) – Emergency

When medically necessary, the provision of BLS services, as specified above, in the context of an emergency response. An emergency response is one that, at the time the ambulance provider or supplier is called, responds immediately. An immediate response is one in which the ambulance provider/supplier begins as quickly as possible to take the steps necessary to respond to the call.

Advanced Life Support, Level 1 (ALS1)

Advanced Life Support, Level 1 (ALS1) is the transportation by ground ambulance vehicle and the provision of medically necessary supplies and services, including the provision of an ALS assessment or at least one ALS intervention.

Advanced Life Support, Level 1 (ALS1) – Emergency

When medically necessary, the provision of ALS1 services, as specified above, in the context of an emergency response. An emergency response is one that, at the time the ambulance provider or supplier is called, responds immediately. An immediate response is one in which the ambulance provider/supplier begins as quickly as possible to take the steps necessary to respond to the call.



Advanced Life Support, Level 2 (ALS2)

Advanced life support, level 2 (ALS2) is the transportation by ground ambulance vehicle and the provision of medically necessary supplies and services including (1) at least three separate administrations of one or more medications by intravenous push/bolus or by continuous infusion (excluding crystalloid fluids) or (2) ground ambulance transport, medically necessary supplies and services, and the provision of at least one of the ALS2 procedures listed below: a. Manual defibrillation/cardioversion; b. Endotracheal intubation; c. Central venous line; d. Cardiac pacing; e. Chest decompression; f. surgical airway; or g. Intraosseous line.

Paramedic Intercept (PI)

Paramedic Intercept services are ALS services provided by an entity that does not provide ambulance transport. This type of service is most often provided for an emergency ambulance transport in which a local ambulance that can provide only basic life support (BLS) level of service is dispatched to transport a patient. If the patient needs ALS services such as EKG monitoring, chest decompression, or I.V. therapy, another entity dispatches a paramedic to meet the BLS ambulance at the scene or once the ambulance is on the way to the hospital. The ALS paramedics then provide services to the patient.



CITY COUNCIL Agenda Item Cover Sheet

Date: August 26, 2026

- ☐ Public Hearing – public comment
- ☐ Formal Consideration – public comment
- ☒ Informal Consideration
- ☐ Discussion
- ☐ Consent Agenda

SUBJECT: Committees Administration Policy

SUBMITTING DEPARTMENT: City Manager's Office.

RECOMMENDED ACTION: Review and provide staff direction on this draft language of the Committee Administration Policy.

RELATED COUNCIL GOAL/PRIOR ACTION (Highlight as many as needed):

1. ☒ Housing
2. ☒ Infrastructure
3. ☒ Economic Development

EXPENDITURE REQUIRED: None

SOURCE OF FUNDS: /N/A

LEGAL REQUIREMENTS: City Charter, Chapter 2 – Administration, Article 1 – Committees of the City, Section 2.1-2.2

BACKGROUND INFORMATION: Montpelier relies on numerous volunteer committees and advisory bodies to advance City priorities and support community engagement. While several bodies—such as the Planning Commission, Development Review Board, and Historic Preservation Commission—have defined procedural rules, there is currently no unified policy governing expectations and responsibilities across all committees.

This lack of standardization has resulted in uneven practices related to transparency, reporting, membership roles, and alignment with Council goals. The proposed Committee Administration Policy addresses these gaps by creating a consistent framework for the work of all City-recognized volunteer bodies.

Council has previously discussed this framework at its June 11, 2025, November 19, 2025, March 11, 2026, and April 8, 2026 meetings. The City Manager was directed to rework the policy language to streamline the language, build out a timeline for committee input and rollout, and once formally adopted, to launch the implementation of the policy. Staff is bringing back those updates for council input at this time.

Based on discussion at the April 8, 2026 meeting, the following committees are considered dissolved:

- ADA Committee – this committee was required by federal law because the city did not have dedicated staff implementing legal design requirements. Because the city now has a Sustainability and Facilities Coordinator, the charge of the committee has been transitioned to a staff role and is

executed administratively.

- Energy Advisory Committee – this committee was created because the city did not have dedicated staff implementing these goals. Because the city now has a Sustainability and Facilities Coordinator, the charge of the committee has been transitioned to a staff role and is executed administratively.
- Grant Committee – the tasks of this committee are successfully absorbed and executed administratively.
- Stormwater Utility Committee – the tasks of this committee are transitioned to staff and executed administratively. A public stakeholder outreach component will be incorporated into any future further progress of creating a stormwater utility.
- Community Advisory Board (Community Justice Center): The charge of the committee has been completed as this program no longer exists within the city.
- Social & Economic Justice Advisory Committee: The committee has not met once during the two preceding calendar years.
- Sprinkler Variance Committee: The charge of the committee has been completed with the recent consideration and update to the sprinkler requirements in the city's building codes.

Upon consideration of council input, staff is concurrently circulating this draft for input to staff liaisons and committees. Their input is requested to be received by September 14th for presentation to council as part of a final policy package at the September 23, 2026 meeting. Staff will also present an implementation plan at that time.

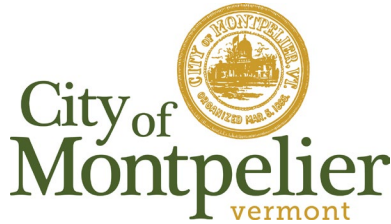
SUPPORTING DOCUMENTS:

1. Draft Committees Administration Policy
2. [Chart of Committees April 2026](#)

INTERESTED PARTIES: City Council, Staff, Committee Members

CITY MANAGER'S APPROVAL:





America's Small Town Capital

Mayor Marc Gwinn

City Council Members:

Sal Alfano
Cary Brown
Ben Doyle
Paul Costello
Pelin Kohn
Jim Sheridan

Kelly McNicholas Kury
City Manager

Vacant
Assistant City Manager

Evelyn Prim
Communications Coordinator

CITY OF MONTPELIER

COMMITTEES ADMINISTRATION POLICY

PURPOSE. The City of Montpelier values the essential contributions of its volunteer committees, commissions, and task forces in advancing municipal priorities and fostering meaningful community engagement. To support these efforts, this policy establishes consistent city-wide standards for committee operations, transparency, accountability, and alignment with each committee's charge.

By creating clear expectations and consistent practices across all committees, the policy strengthens effectiveness, ensures compliance with open meeting requirements, and enhances coordination between volunteers, City staff, and elected officials. The City Council President, in collaboration with the City Manager and committee chairs, is responsible for maintaining and improving the committee structure, goals, and strategies so that Montpelier's volunteer bodies function as effective partners in the City's governance.

AUTHORITY. Vermont state statute, the City Charter and the City Code give authority for the establishment of committees. The State of Vermont's *Municipal and Regional Planning and Development Act*, governs the Planning Commission, Development Review Board, Board of Civil Authority, and Board of Abatement. Specified in the City Charter, Subchapter 8: - Boards and Commissions, is the organization of the following committees: Green Mount Cemetery Commission, Parks Commission, Board of Civil Authority, Board of Abatement, Planning Commission, Development Review Board, and governance for Recreation, which may or may not be established by a board or commission. The Charter further authorizes the City Council to establish, consolidate, or eliminate boards and to remove members.

The City Code of Ordinances, Chapter 2, Administration, Article 1, Committees of the City Council also authorizes the Mayor to appoint members of the Council to committees and requires committees to report to Council periodically.

APPLICATION. This policy setting forth administration of committees, applies to City Council members as liaisons; specific city councilors and the Mayor in oversight capacities; staff that

support the committees; and the appointed members of advisory boards, commissions, task forces, and committees, as allowable under state law, the city charter, and city policies.

ORGANIZATION. Montpelier’s volunteer committees, boards, commissions, and task forces are critical partners in advancing City priorities. All City-recognized volunteer bodies are appointed by the City Council unless otherwise required by statute or charter. This policy establishes a unified structure for how these groups are formed, staffed, and supported, ensuring consistent roles, expectations, and alignment with municipal goals.

Committee staffing includes four non-voting functions: logistical support, subject matter expertise, implementation guidance, and coordination with City policies, budget, and operations. Each active committee also includes one non-voting City Council liaison responsible for communication, adherence to the committee’s charge, alignment with Council priorities, and policy direction. Together, staff and Council liaisons ensure committees are equipped to carry out their work effectively and remain structurally consistent across the organization.

CATEGORIES: Montpelier’s volunteer bodies fall into four categories:

- Committees: advisory groups that provide recommendations.
- Boards: entities with regulatory or administrative authority.
- Commissions: bodies responsible for long-term planning and policy guidance.
- Task Forces: short-term groups created to solve specific issues.

TIERS: To reflect differing mandates and responsibilities, all committees are classified into one of three tiers:

- Tier 1: Legally required bodies (e.g., Development Review Board).
- Tier 2: Standing committees that provide ongoing strategic input.
- Tier 3: Time-bound, issue-specific groups.

Tier classification determines required training, reporting, staff involvement, and review expectations. A committee is considered “active” when it meets annual and quarterly reporting requirements, coordinates with staff, and remains aligned with Council priorities. Committees that do not meet these standards may be placed on inactive status or dissolved.

TERM LIMITS: For tier 1 bodies, term limits are already spelled out in state law, the city charter, or city ordinance.

For Tier 2 and 3 bodies, a term is defined as two years, unless the charge for that term sets a shorter period of time. Half of the membership will be open for application each year. Current members may apply for an unlimited number of renewals.

When a new advisory body is created, half of the membership will be appointed to serve a one year term and the other half will be appointed to serve a two year term.

REMOVING ADVISORY BODY MEMBERS:

Any member may be removed from the board for cause. Cause shall include but not be limited to excessive absences from scheduled board meetings and clearly identified conflicts of interest. (Removal of a member from the board requires a majority vote of the remaining members and the concurrence of the City Council.)

STATUS. The status of an advisory body is either active, on hold, or dissolved.

A committee shall be deemed ‘Active’ when it meets the following criteria:

- The charge of the committee is still relevant and the committee is meeting on a regular basis.
- The committee is regularly able to meet with a quorum of the body.
- The committee has provided an annual report to City Council in the last calendar year.
- The committee has provided an annual work plan to City Council in the last calendar year.
- The committee has provided quarterly progress reports to City Council on the progress of their work plan.
- The chair of the committee, minimally, has completed required training.

A committee shall be deemed ‘Inactive’ when it meets the following criteria:

- The charge of the committee is of an intermittent nature such that it will not always meet once in a calendar year.
- The charge of the committee is being transitioned to a staff role and will be executed administratively.
- The charge of the committee is being transitioned to an external partner and will be executed by a third party going forward.
- The committee has not met once during the preceding calendar year.
- The committee has not been able to have a quorum once during the preceding calendar year.
- The chair of the committee has not completed required training.

A committee shall be Dissolved when it meets the following criteria:

- The charge of the committee has been completed.
- The charge of the committee has been transitioned to a staff role and is executed administratively.
- The charge of the committee has been transitioned to an external partner and is executed by a third party going forward.
- The committee has not met once during the two preceding calendar years.

TRAINING & DEVELOPMENT

All members of committees, boards, commissions, and task forces must complete standardized online orientation within 90 days of appointment. Orientation covers Montpelier’s governance structure, open meeting requirements, ethics and conflicts of interest, member roles, and reporting responsibilities.

Specialized subject matter training is required for Tier 1 bodies engaged in regulatory or quasi-judicial functions and includes statutory requirements, municipal ordinances, procedural rules, and subject-specific content. Staff liaisons provide issue-specific updates as needed. The City Manager or designated staff keep records of completion of training; Tier 2 and 3 committees whose chair has not completed required training may be deemed ‘Inactive’ by City Council.

TRANSPARENCY

All committees must comply with Vermont's Open Meeting Law and operate in a manner that promotes public access and understanding. Meetings must be publicly warned, agendas posted in advance, and minutes and recordings uploaded to the City website.

The City website will maintain a centralized repository for each active committee, including its charge, member list, Council liaison, annual action plan, quarterly reports, annual presentations, meeting agendas, minutes, and recordings. Consistent documentation ensures clarity, supports community engagement, and maintains equitable and open government.

ACCOUNTABILITY AND REPORTING

Committees are accountable for meeting reporting, training, and operational requirements established in this policy. Each committee must present to the City Council annually and submit written quarterly reports summarizing progress, challenges, and requests for guidance. The Council provides written feedback to ensure continued alignment with City priorities. Staff and Council liaisons share responsibility for ensuring committee work is feasible, coordinated, and focused to the charge of the committee.

If a committee fails to meet requirements, the Council may request immediate corrective action, place the committee on "inactive" status, or dissolve it if it no longer serves a clear advisory purpose to the City Council.

Effective – September 23, 2026

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CITY COUNCIL Agenda Item Cover Sheet

Date: August 26, 2026

- ☐ Public Hearing – public comment
- ☐ Formal Consideration – public comment
- ☒ Informal Consideration
- ☐ Discussion
- ☐ Consent Agenda

SUBJECT: Application to the Homelessness Committee

SUBMITTING DEPARTMENT: City Manager's Office

RECOMMENDED ACTION: Review the application to consider appointing Rev. Jay Voorhees to the Homelessness Committee.

Sample Motion: "I move to appoint Rev. Jay Voorhees to the Homelessness Committee"

RELATED COUNCIL GOAL/PRIOR ACTION (Highlight as many as needed):

1. ☒ Housing
2. ☐ Infrastructure
3. ☐ Economic Development

EXPENDITURE REQUIRED: N/A

SOURCE OF FUNDS: N/A

LEGAL REQUIREMENTS: City Charter, Chapter 2 – Administration, Article 1 – Committees of the City, Section 2.1-2.2.

BACKGROUND INFORMATION: The Homelessness Committee has seven seats and currently two vacancies.

Reverend Jay Voorhees has applied and his answers are as follows:

Currently serving on a City committee?: No.

Why interested?: "The Trinity United Methodist Church has become a center of activity among the homeless population of Montpelier. I believe that the board needs to be more proactive in the use of data and working with other departments to look at actionable pathways to addressing the specific needs of those experiencing homelessness."

Skills?: "20 years of working with those experiencing homelessness in Nashville, TN. I was a member of Nashville's Continuum of Care Shelter and Outreach Committee. I provided leadership to a Housing Navigation Center in Nashville which moved people from the streets into stable housing. Our church also had a homeless services center that provided showers and supplies for those experiencing homelessness. Currently, I oversee the host church for the Community Table of Montpelier and am a member of their executive committee. I also am a board member of the Montpelier Emergency Cold Weather Shelter and operate their website."

Comments?: "One of my hopes is that the committee can be more data focused so that we are working

from provable information rather than anecdotal evidence. I think it also important that the Homelessness Committee have a more direct relationship with the local police and emergency responders to ensure a consistent message in addressing community needs. There should also be representation from the committee on regional efforts, such as the Situation Table.”

SUPPORTING DOCUMENTS:

1. None

INTERESTED PARTIES: City Council, Committee Members

CITY MANAGER’S APPROVAL:

A handwritten signature in cursive script that reads "Kelly McMichael-King".



CITY COUNCIL Agenda Item Cover Sheet

Date: August 26, 2026

- ☐ Public Hearing – public comment
- ☐ Formal Consideration – public comment
- ☒ Informal Consideration
- ☐ Discussion
- ☐ Consent Agenda

SUBJECT: Application to the Homelessness Committee

SUBMITTING DEPARTMENT: City Manager's Office

RECOMMENDED ACTION: Review the application to consider appointing Nancy Reid to the Homelessness Committee.

Sample Motion: "I move to appoint Nancy Reid to the Homelessness Committee"

RELATED COUNCIL GOAL/PRIOR ACTION (Highlight as many as needed):

1. ☒ Housing
2. ☐ Infrastructure
3. ☐ Economic Development

EXPENDITURE REQUIRED: N/A

SOURCE OF FUNDS: N/A

LEGAL REQUIREMENTS: City Charter, Chapter 2 – Administration, Article 1 – Committees of the City, Section 2.1-2.2.

BACKGROUND INFORMATION: The Homelessness Committee has seven seats and currently two vacancies.

Nancy Reid has applied and her answers are as follows:

Currently serving on a City committee?: No city committee membership but board member of Montpelier Emergency Cold Weather Shelter, Just Basics and The Bridge.

Why interested?: "There appear to be multiple civic, non-profit and church organizations working to address the issue of homelessness with little coordination or communication among them."

Skills?: "Experience with committees and board work and leadership, commitment to strategic problem solving and action planning."

SUPPORTING DOCUMENTS:

1. None

INTERESTED PARTIES: City Council, Committee Members

CITY MANAGER'S APPROVAL:

Kelly McMichael-King



CITY COUNCIL Agenda Item Cover Sheet

Date: August 26, 2026

- ☐ Public Hearing – public comment
- ☐ Formal Consideration – public comment
- ☒ Informal Consideration
- ☐ Discussion
- ☐ Consent Agenda

SUBJECT: Application to the Historic Preservation Commission

SUBMITTING DEPARTMENT: City Manager's Office.

RECOMMENDED ACTION: Review the application to consider appointing Sebastian Delgao to the Historic Preservation Commission.

Sample motion: *"I move to appoint Sebastian Delgado to the Historic Preservation Commission."*

RELATED COUNCIL GOAL/PRIOR ACTION (Highlight as many as needed):

- 1. ☒ Housing
- 2. ☒ Infrastructure
- 3. ☒ Economic Development

EXPENDITURE REQUIRED: None

SOURCE OF FUNDS: /N/A

LEGAL REQUIREMENTS: N/A

BACKGROUND INFORMATION: The Montpelier Historic Preservation Commission (MHPC) has six voting members and one alternate. The alternate seat is currently vacant. Sebastian Delgado has applied and his answers are as follows:

Currently serving?: Only the Kellogg-Hubbard Library's Board of Trustees.

Why interested?: I love history and am always looking for ways to operationalize my history education and serve the public. The Committee sounds like a great way to do that. I've been in Montpelier for the last two years; over that time, I've met some of the best people dedicated to their city and state. Over that time, the city has become my home. And I'd love to contribute to it.

Skills?: Historical research, writing, bilingualism (Spanish), legal professional.

SUPPORTING DOCUMENTS:

- 1. [MHPC Duties, Responsibilities, and Rules of Procedure](#)

INTERESTED PARTIES: City Council, Staff, HPC Members

CITY MANAGER'S APPROVAL:

A handwritten signature in cursive script, reading "Kelly McMichael-King".



CITY COUNCIL Agenda Item Cover Sheet

Date: August 26, 2026

- ☐ Public Hearing – public comment
- ☐ Formal Consideration – public comment
- ☐ Informal Consideration
- ☒ Discussion
- ☐ Consent Agenda

SUBJECT: Homelessness update

SUBMITTING DEPARTMENT: City Manager's Office

RECOMMENDED ACTION: N/A

RELATED COUNCIL GOAL/PRIOR ACTION (Highlight as many as needed):

1. ☒ Housing
2. ☐ Infrastructure
3. ☐ Economic Development

EXPENDITURE REQUIRED: None

SOURCE OF FUNDS: N/A

LEGAL REQUIREMENTS: N/A

BACKGROUND INFORMATION:

This item has been requested as a standing item on all City Council meetings for the indefinite future. At the April 29, 2026, Special City Council meeting on homelessness, the following priority actions were identified:

- General updates/current issues
- Picnic table locations for day use
- Updates on the encampment policy language
- Feasibility of City Hall shelter space for extended use
- Consistent coordination of partners
- Collaboration with End Homelessness Vermont on mobile health unit
- Assessment of designated overnight camping locations

Councilor Brown additionally wishes to discuss the lockers that were installed behind the Recreation Center on Barre Street but which were later decommissioned from use.

SUPPORTING DOCUMENTS: N/A

INTERESTED PARTIES: City Council, Staff

CITY MANAGER'S APPROVAL:

Kelly The Michael's Kurz

Meeting of the Montpelier City Council Meeting
August 12, 2026, 6:30 PM
City Council Chambers

Present: Mayor Marc Gwinn and Councilors Cary Brown, Sal Alfano, Jim Sheridan, Pelin Kohn, and Ben Doyle. Councilor Paul Costello joined the meeting following the recess. City Clerk John Odum acted as secretary.

The meeting was called to order at 6:30 PM.

2. 2026-308. Meeting Logistics and Remote Introductions were made.
3. 2026-309. The agenda was approved by unanimous consent.
4. 2026-310. The mayor took a moment to recognize Downtown Business Achievement Awards from the Seven Days Daisies awards. He also noted 2 new businesses opening.
5. 2026-311. The council discussed its rules of procedure. Comments were offered by Stephen Whitaker and Conor Casey. Councilor Doyle moved to accept the proposed rules of procedure as presented. Councilor Alfano seconded. The motion carried unanimously (5-0).
6. 2026-312. The council discussed the Responsible Employer Ordinance with participation by Kurt Motyka. The 1st reading public hearing was opened at 6:49 PM. Comments were offered by Conor Casey, Dave Bellini, Stephen Whitaker, Larry Moquin, Peter Kelman, and J.P. Isabelle. The public hearing was closed at 7:07 PM. Councilor Sheridan moved to advance it (the proposed repeal of the ordinance) to a second hearing. Councilor Kohn seconded. The motion carried 4-1, with Councilor Brown voting nay. Councilor Alfano moved to set the second reading for the repeal of the Responsible Employer Ordinance for the August 26th council meeting and Councilor Sheridan seconded. The motion carried unanimously.
7. 2026-313. The discussion of a replacement council member for District 1 was opened. Addressing the council were candidates Keith Schumacher, Megan Smith, Sean Linehan, and Paul Costello. Councilor Kohn moved to enter executive session (in accordance with 1 VSA § 313(a) (3)) seconded and the motion carried unanimously. Following the session, Councilor Sheridan moved to

return to open session and was seconded by Councilor Alfano. The motion carried unanimously and Councilor Doyle then moved to seat Paul Costello to fill out the remainder of Adrienne Gil's term. Councilor Sheridan seconded and the motion carried unanimously.

The mayor called a recess at 8:19, and the meeting was reconvened at 8:31, at which time Mr. Costello was sworn in as a Council Member.

8. 2026-314. Under general business and appearances, Stephen Whitaker spoke on several topics including bike path improvements, the barricaded knoll next to the North Branch, concerns about sewage being dumped into river as well as a sewer gas odor issue. He also offered questions regarding the dispatch at the time of a prior death involving police, the capital improvement plan, concerns about public records adherence, comments on the Country Club Road development, particularly environmental status, concerns about funding grants, comments of the Homelessness Task Force and the Council's handling of the greater issue, the lack of discussion regarding tasers, and concerns about forthrightness regarding contractor issues.
9. 2026-315. Kurt Motyka and Heather Graves came forward to discuss proposed changes to the District Heat rates. Stephen Whitaker spoke. Councilor Doyle moved to approve these rates as proposed and Councilor Sheridan seconded. The motion carried 5-0-1 with Councilor Costello abstaining.
10. 2026-316. Abby Jenne joined the conversation about the Charlie O's noise variance. Comments were offered by Margo Kelly. Councilor Sheridan moved to grant the (noise ordinance) variance. Councilor Kohn seconded and the motion carried unanimously.
11. 2026-317. Mike Miller came forward for a discussion of the Country Club Road Planning Path. No action was taken. Comments were offered by Stephen Whitaker.
12. 2026-318. The Council discussed MSAC Parking. No action was taken.
13. 2026-319. Committee Appointments were discussed. Councilor Sheridan move the appointment of Jenni Belotserkovsky to the Public Arts Committee and Councilor Kohn seconded. The motion carried 5-0-1 the Councilor Costello abstaining.
14. 2026-320. The Council received a homelessness update from the City Manager. No action was taken. Speaking was Stephen Whitaker.

15. 2026-321. Councilor Sheridan moved to approve the consent agenda and was seconded by Councilor Kohn. The motion carried 5-0-1, with Councilor Costello abstaining. abstain.

- a. Minutes
- b. Payroll and Warrant Approval
- c. Liquor & Tobacco Licenses
- d. House of Tang Bank Stabilization Contract
- e. Hiring Approval - Stitzel, Page & Fletcher (SP&F)
- f. Arsenal Drive Public Thoroughfare Agreement
- g. Concrete Sidewalk Finishing Contract

16. 2026-322. Councilor Kohn moved and Councilor Alfano seconded to enter into executive session under 1 VSA § 313(a) (3)] at 9:54 PM. The motion carried unanimously. Councilor Alfano moved to amend the previous motion to include the City Manager's participation. Councilor Kohn seconded and the motion carried unanimously. At 10:37 PM, Councilor Alfano moved to come out of executive session and was seconded by Councilor Costello. The motion carried 5-0 (Councilor Doyle was not present for the vote).

17. 2026-323. There was no other business.

18. 2026-324. Councilor Doyle returned to the meeting. City Council reports consisted of Councilor Kohn comments on a water incident on Elm S followed by reports of positive feedback from Evelyn Prim's communication. She also noted the difficulty of wheelchair access in the downtown area. Councilor Sheridan gave at Central Vermont Regional Planning Commission event report. Councilor Brown noted her participation in the VLCT Policy Committee. Councilor Doyle welcomed Councilor Costello and noted the recent Local Development Corporation winning bid for old post office building.

19. 2026-325. The City Clerk thanked election volunteers.

20. 2026-326. The City Manager reported that there were many projects underway and that she was working with Public Works on communication strategies. She also reported on the City Hall rebuild process as well as the Police Chief recruitment process. She discussed the implications of the resignation of the Senior Center director implications and expressed a desire for a Council "mini-retreat."

21. 2026-327. The reported on upcoming city ribbon cuttings, looking for members of the council to attend. He expressed concern about Dave Bellini who took a bad fall leaving the meeting. He offered thanks to Councilor Costello as well as the other candidates for the position, congratulated and thanked the recent election candidates, and expressed appreciation to the City Manager for her work.

Without objection, the meeting was adjourned at 10:51 PM.



CITY COUNCIL Agenda Item Cover Sheet

Date: August 26, 2026

- ☐ Public Hearing – public comment
- ☐ Formal Consideration – public comment
- ☐ Informal Consideration
- ☐ Discussion
- ☒ Consent Agenda

SUBJECT: Amendment to Tailwater Engineering Contract for Wastewater Pump Station No. 1 Final Design Project.

SUBMITTING DEPARTMENT: DPW

RECOMMENDED ACTION: Authorize the City Manager or purchasing agent to approve Amendment No. 1 to the contract with Tailwater Engineering for the Wastewater Pump Station No 1. Final Design.

RELATED COUNCIL GOAL/PRIOR ACTION (Highlight as many as needed):

1. ☐ Housing
2. ☒ Infrastructure
3. ☐ Economic Development

EXPENDITURE REQUIRED: Not to exceed \$10,600

SOURCE OF FUNDS: Sewer Fund/CWSRLF

LEGAL REQUIREMENTS: N/A

BACKGROUND INFORMATION: DPW would like to amend the contract for the wastewater pump No. 1 design with Tailwater Engineering for additional services.

The primary purpose of the amendment is to competitively select a sewer pump manufacturer so that all of the upcoming sewer pump station upgrades can be done using the same manufacturer which will standardize parts and improve maintenance activities. Payment for the engineering amendment services will be by the hour of the consultant's time but will not exceed \$10,660.

SUPPORTING DOCUMENTS:

- Item 1: Rural Utility Service Exhibit C – Amendment to Owner-Engineer Agreement
- Item 2: RUS Certification Page

INTERESTED PARTIES: City Council, DPW

CITY MANAGER'S APPROVAL:

Kelly McMichael Key

EXHIBIT C—AMENDMENT TO OWNER-ENGINEER AGREEMENT

AMENDMENT TO OWNER-ENGINEER AGREEMENT

Amendment No. 1

Owner: **City of Montpelier**

Engineer: **Tailwater Engineering**

Project: **WW Pump Station No. 1 Final Design**

Effective Date of Owner-Engineer Agreement: **January 15, 2026**

Nature of Amendment: (Check those that apply)

- ☒ Additional Services to be performed by Engineer
- ☐ Modifications to services of Engineer
- ☐ Modifications to responsibilities of Owner
- ☒ Modifications of payment to Engineer
- ☒ Modifications to time(s) for rendering services
- ☐ Modifications to other terms and conditions of the Agreement

Description of Modifications:

1. **Add to the engineer's scope of services the development, issuance, and review of a pre-selection request for proposals to determine the suction lift pump supplier to be used in the design phase.**
 - A. **Assist the owner in developing a pre-selection RFP for the suction lift pump supplier. The RFP shall include scoring and weighting criteria to be utilized in ranking the received proposals for pre-selection.**
 - B. **Review the draft RFP with the Owner and ANR prior to issuance. Respond to comments and revise the RFP accordingly.**
 - C. **Issue the pre-selection RFP to up to three pump suppliers via e-mail.**
 - D. **Provide written correspondence with pump suppliers throughout the RFP period and issue up to two addenda to revise RFP criteria as necessary.**
 - E. **Review the submitted RFP with the City of Montpelier and assist in scoring and pre-selecting the suction lift pump supplier.**
2. **Using a mechanical subconsultant, provide HVAC design and specifications for the prefabricated pump station structure. Using an architectural subconsultant provide life safety, OSHA, NFPA, and IBC code review for the pump station.**
3. **Revise the schedule to extend the duration of the project to include the pre-selection process. 90% design submittal and permitting expected in September/October of 2026.**

Amendment #1 Leve of Effort and Fee Adjustment

Task No.	Description	Hours			Expenses	Subs	Total
		Proj Man.	Proj Eng.	Eng. Tech			
		\$120 /hr	\$110/hr	\$95/hr	\$	\$ + 8%	
1.A	Assist in Developing, and Draft a pre-selection RFP for the suction lift pump supplier	8	4				\$ 1,400.00
1.B	ANR/Owner review of draft pre-selection RFP, responses and revisions	4	4				\$ 920.00
1.C	Issue the pre-selection RFP to up to three suppliers	2	4				\$ 680.00
1.D	Written correspondence with pump suppliers, and issuance of up to two addenda	8	8				\$ 1,840.00
1.E	Review submitted RFPs with the City of Montpelier, and assist in scoring and selecting	4	4				\$ 920.00
2	HVAC Design for pre-fabricated station. Architectural Code Review.	2	8			\$ 3,780.00	\$ 4,900.00
Subtotal - Basic Services (NTE)							\$ 4,900.00
Subtotal - Non-Standard Services (NTE)							\$ 5,760.00
Amendment #1 Total							\$ 10,660.00

Notes:

- 1) Subconsultant expenses shown include an 8% markup from actual budget amount
- 2) Subconsultant expenses include: \$1,500 for ESVT, and \$2,000 for Black River Design
- 3) Rates shown are valid through December 31, 2026.
- 4) Task 1.A - 1.E are non-standard scope item per the CWSRF engineering fee allowance guidance document.
- 5) Task 2 is a standard NTE scope item per the CWSRF engineering fee allowance guidance document.

Owner and Engineer hereby agree to modify the above-referenced Agreement as set forth in this Amendment. The Effective Date of the Amendment is **[Enter Effective Date of Amendment]**.

Owner

Engineer

(typed or printed name of organization)

(typed or printed name of organization)

By: _____
(individual's signature)

By: _____
(individual's signature)

(Attach evidence of authority to sign.)

(Attach evidence of authority to sign.)

Date: _____
(date signed)

Date: _____
(date signed)

Name: _____
(typed or printed)

Name: _____
(typed or printed)

Title: _____
(typed or printed)

Title: _____
(typed or printed)

RUS CERTIFICATION PAGE (MODIFIED from RUS BULLETIN 1780-26, EXHIBIT C)

DEC CERTIFICATION PAGE

PROJECT NAME: WW Pump Station No. 1 Final Design

PROJECT LOCATION: Montpelier, Vermont

APPLICANT & LOAN/GRANT NUMBER: RF1-380-2.0

The Engineer and Owner hereby concur in the Funding Agency required revision to E-500 (2014). In addition, the Engineer certifies to the following:

All modifications required by DEC and RUS Bulletin 1780-26 have been made in accordance with the terms of the license agreement, which states in part that the Engineer “must plainly show all changes to the Standard EJCDC Text, using ‘Track Changes’ (redline/strikeout), highlighting, or other means of clearly indicating additions and deletions.” Such other means may include attachments indicating changes (e.g. Supplementary Conditions modifying the General Conditions).

SUMMARY OF ENGINEERING FEES

Note that the fees indicated on this table are only a summary and if there is a conflict with any provision of Exhibit C, the provisions there overrule the values listed on this table. Fees shown will not be exceeded without the concurrence of the Agency.

Description of Steps and Services	Fee Amount	Basis of Payment (Lump Sum or NTE)
1. Step 0 – Feasibility Study		LS/NTE
2. Step I – Preliminary Engineering		
a. Preliminary Engineering Report Services	\$23,050	LS/NTE
b. Environmental Information Document Services		LS/NTE
c. Additional Services included in Step I (include additional lines and itemize each item separately)	\$26,460	LS/NTE
3. Step II – Final Design		
a. Basis of Final Design and Final Design Plans and Contract Documents	\$47,460	LS/NTE
b. Additional Services included in Step II (Standard) Revised Amendment 1	\$16,700	LS/NTE
c. Additional Services included in Step II (Non-standard) Revised Amendment 1	\$8,290	NTE
4. Step III		
a. Bid Phase Services		LS
b. Construction Phase Services	\$122,080	CURVE
c. Resident Project Representative Services		NTE
d. Post Construction Phase Services		LS
e. Additional Services included in Step III (include additional lines)		LS/NTE
5. Total Engineering Costs	\$233,380	(ESTIMATE)
6. Construction Costs	\$1,075,400	(ESTIMATE)
a. Contract 1		
b. Small Purchase		
c. Additional Items (Contingency & Admin)	\$236,500	
7. Total Project Cost	\$1,789,320	
8. Total Bond Amount		

SCOPE OF SERVICES

The scope of services can be found in the following pages of the contract: Exhibit A, Pages 1-9 & Amendment #1

PROGRESS MEETING AND DELIVERABLES

DEC places funding holds on projects at the 30%, 60%, and 90% of engineering Step I & II (planning and final design) services pending a project meeting and deliverables. Holds may be negotiated to add or delete holds based on the needs of the project. This contract involves the following Step ____ deliverables and meetings:

Percent Complete	Approximate Meeting Schedule	Deliverables
30%	N/A	N/A
60%	September, 2026	60% Plans
90%	October, 2026	90% Plans and Specifications
Final	November – December, 2026	Final Plans and Specs

Any adjustments to engineering fees or changes to maximum estimated values must be approved by the Agency and must include a table of what specific category or categories of fees are being changed, what fees were before and are after the change, and the resulting total fee.

CONSULTING FIRM NAME

Engineer	Tailwater Engineering	Date
----------	-----------------------	------

Name and Title	Stanley Welch, PE - Owner
----------------	---------------------------

City of Montpelier

Owner	Date
-------	------

Name and Title

Agency Concurrence:

As lender or insurer of funds to defray the costs of this Contract, and without liability for any payments thereunder, the Agency hereby concurs in the form, content, and execution of this Agreement.

Agency Representative	Date
-----------------------	------

Name and Title

Last Revised: 3/26/19



CITY COUNCIL Agenda Item Cover Sheet

Date: August 26, 2026

- ☐ Public Hearing – public comment
- ☐ Formal Consideration – public comment
- ☐ Informal Consideration
- ☐ Discussion
- ☒ Consent Agenda

SUBJECT: Green Mount Cemetery Drainage Analysis Proposal

SUBMITTING DEPARTMENT: DPW

RECOMMENDED ACTION: Authorize City Manager or purchasing agent to execute the engineering agreement, for the Green Mount Cemetery Drainage Analysis project.

RELATED COUNCIL GOAL/PRIOR ACTION (Highlight as many as needed):

1. ☐ Housing
2. ☒ Infrastructure
3. ☐ Economic Development

EXPENDITURE REQUIRED: \$86,000

SOURCE OF FUNDS: FEMA

LEGAL REQUIREMENTS: N/A

BACKGROUND INFORMATION:

Green Mount Cemetery sustained extensive damage as a result of the 2023 flood. The proposed project will provide a comprehensive assessment of the cemetery's existing drainage system and site conditions, with the goal of identifying improvements to reduce the risk of future flooding and associated damage.

Funding for this project is provided through FEMA funds allocated to address flood-related impacts at the Green Mount Cemetery site.

SUPPORTING DOCUMENTS:

1. Green Mount Cemetery Proposal
2. Hartgen Archeological – subcontract proposal

INTERESTED PARTIES: Cemetery, DPW

CITY MANAGER'S APPROVAL:

Kelly McMichael Ruiz



CITY OF MONTPELIER GREEN MOUNT CEMETERY DRAINAGE ANALYSIS

Proposal for Engineering Design Services | August 14, 2026

August 14, 2026

Zach Blodgett, Deputy Director
City of Montpelier
Department of Public Works

RE: Green Mount Cemetery
Proposal for Drainage Analysis and Site Improvements

Dear Zach,

We are pleased to submit this proposal for the drainage analysis and improvement design at Green Mount Cemetery. A+E has thirty years of experience delivering drainage and stormwater infrastructure projects for Vermont municipalities and we are familiar with the regulatory requirements associated with FEMA funded work.

At Green Mount Cemetery, there is a drainage problem that results from a forested hillside located above the site. With approximately 300 feet of elevation drop from the hilltop to the Winooski River, this steep wooded area generates runoff during large storm events that the existing culverts and roadside conveyance infrastructure cannot pass. This results in washout of the cemetery's gravel roads. Our engineering approach starts at that point of failure, works upstream to properly characterize the contributing drainage area, and then sizes the culverts and conveyance infrastructure all the way to the river outfall to handle the flows from large storm events.

Additionally, our analysis will extend beyond the immediate washout area to include a detailed culvert and storm drain analysis of the remainder of the 2.5-mile internal road network, documenting existing drainage conditions and identifying deficiencies with prioritized improvement recommendations.

We appreciate the opportunity to work with the City of Montpelier on this project. Please do not hesitate to contact us if you have any questions on our submission at (802) 879-7733 X103 or jbooth@aeengineers.com.

Sincerely,

Aldrich + Elliott, PC

Jason Booth, P.E., President





Introduction

Aldrich + Elliott (A+E) was formed in 1995 with a simple objective; to provide our clients with personal, responsive, quality engineering services at competitive fees. We are proudly celebrating **thirty years of service** to our many satisfied clients. With one local office at 6 Market Place, in Essex Junction, VT, A+E employs more than twenty dedicated environmentalists, including licensed professional engineers, licensure track engineers, senior technicians, AutoCAD drafters, administrative staff and experienced field staff. We are a locally owned engineering firm, and all our staff are located in Vermont.

A+E is rather unique in that we specialize in water, wastewater, and stormwater engineering for municipal clients throughout Vermont. **We have extensive experience with site drainage analysis, culvert design, stormwater conveyance, and road drainage improvements.** We are familiar with FEMA-funded project requirements, the Vermont Floodplain and River Corridor program, and the coordination requirements of the Vermont Historic Preservation Office.

A+E will serve as the prime consultant on this project, providing all engineering, modeling, survey and permitting services in-house. For archeological and historic preservation services, A+E is contracting with Hartgen as a subconsultant.

Project Understanding

The City of Montpelier has engaged A+E to complete a site-wide drainage analysis and develop improvement recommendations and final engineering design for Green Mount Cemetery, a 35-acre historic cemetery established in 1854 and located between a wooded hillside and the Winooski River. The cemetery features 2.5 miles of curved gravel roads winding through terraced lots. The elevation drops approximately 300 feet from the top of the wooded hillside above the site to the Winooski River below.

During large storm events, runoff from the wooded area overwhelms the existing culverts and road drainage infrastructure associated with the cemetery's internal access drives, causing significant gravel road washouts. The City has received FEMA funding to support improvements and repairs, and has engaged A+E to complete a detailed drainage analysis and engineering design for the cemetery, mapping the contributing drainage area to the washout and upsizing conveyance infrastructure all the way to the Winooski River, as well as a drainage assessment of internal roads.

Given the cemetery's age and historic character, coordination with the Vermont Division for Historic Preservation (VT SHPO) will be required prior to any ground disturbance. Similarly, given the site's proximity to the Winooski River, coordination with ANR's River Management Program and the City's Local Floodplain Administrator will be needed for any work within or near the mapped River Corridor. A+E will lead these coordination efforts as part of this scope. Act 250 jurisdiction is not anticipated for this project.

A+E has previously completed stormwater and drainage projects for the City of Montpelier and we are familiar with the site, the community's infrastructure, and the working relationships with City staff that will be essential to delivering this project effectively.

Project Approach/Scope

A+E has successfully completed similar drainage analysis and improvement projects for Vermont municipalities, including on back roads in mountainous terrain. Our approach emphasizes field investigation to confirm existing conditions before recommending improvements and constructible solutions that respect the site's historic character. Our scope follows that requested by the City and is detailed below.

Kick-off Meeting

A project kick-off meeting will be held between City of Montpelier staff and A+E. The goal of this meeting will be to walk through the scope, confirm the specific areas to be addressed, review available information, discuss site access and field work logistics, and confirm the project schedule and communication protocols. A+E will prepare an agenda and distribute meeting minutes.

Site Investigation and Field Survey

A+E will conduct a detailed field investigation of the washout area and the full upstream drainage area contributing to that point. Investigation activities will include documentation of existing pipe sizes, materials, conditions, inverts, and slopes for all existing culverts, ditches, catch basins and storm drains within the contributing drainage corridor. Additionally, any observations of erosion, undermining, or infrastructure damage will be documented. A+E will also conduct a field survey of internal cemetery roads, documenting the condition and adequacy of roadside drainage features, including ditches, culverts, catch basins, storm drains, and outfall structures. Areas showing signs of road surface deterioration, settlement, erosion, or inadequate drainage capacity will be flagged for analysis. Photographs will be taken throughout.

Drainage Area Analysis and Hydraulic Modeling

A+E will delineate the full contributing drainage area to the washout point using available LiDAR and GIS data, supplemented by site survey and field observations. A HydroCAD model will be developed to characterize existing stormwater flows for the design storm events (1-year, 10-year, 25-year, and 100-year) and to size proposed improvements. The model will evaluate flows from the wooded upland area and include the entire existing conveyance system, all the way to the outfall to the Winooski River.

30% Engineering Design

Based on the drainage area analysis, A+E will prepare 30% engineering plans for the proposed improvements in the washout corridor. Improvements will be sized to convey design storm flows and will likely include upsizing of existing culverts, detention features or plunge pools, upgrading or replacing roadside catch basins and inlets, improving outlet protection at discharge points, and stabilizing roadbed and embankment areas affected by previous washouts. Plans will include a title sheet, general notes and legend, existing conditions plan, proposed improvements plan, grading, drainage profiles, and erosion and sediment control details. A preliminary construction cost estimate will be prepared and provided with 30% plans for City review and FEMA input prior to advancement to 60% Design.

60% Engineering Design

Following review of the 30% design and coordination with the City and FEMA, A+E will advance the selected improvements to 60% engineering design. The 60% plans will incorporate City and FEMA comments and further develop the proposed drainage improvements, including finalizing structure and culvert sizing and alignments, grading and drainage profiles, outlet protection, stabilization measures, and erosion and sediment controls. The construction cost estimate will be updated based on the 60% design and submitted with the plans for City and FEMA review prior to advancement to final design.

Permitting

A+E will lead all required permitting coordination for the washout area improvements. This will include:

- **Historic Preservation:** A+E will coordinate with the Vermont Division for Historic Preservation (VT SHPO) to determine the appropriate level of historic and archaeological review required prior to construction. Given the cemetery's age and the presence of historic structures and burial areas, A+E will oversee the efforts of a subconsultant to assist the City in preparing any required documentation and A+E will incorporate SHPO feedback into the design.
- **River Corridor and Floodplain:** A+E will coordinate with ANR's River Management Program and Floodplain Manager regarding any work within the mapped River Corridor or Floodplain associated with the Winooski River. A+E will determine applicability of the Vermont River Corridor Protection Procedure and prepare any required permit applications or notification letters.
- **Other permits:** A+E will confirm all other applicable local, state, and federal requirements and will prepare and submit all required applications. Act 250 jurisdiction is not anticipated.

Final Contract Documents

A+E will develop final stamped engineering design plans and technical specifications suitable for construction and bidding, incorporating City review comments from the 60% submission and any modifications arising from the permitting process. Final documents will include: completed plan set; technical specifications; final HydroCAD model; and construction cost estimate. All electronic files, AutoCAD data, GIS layers, and supporting data generated under this scope will become the property of the City of Montpelier.

Meetings: A total of two (2) design review meetings will be conducted during the design phase, one following the submission of the Engineering Reports and the other following submission of the 60% Design materials. An agenda and minutes will be prepared for each meeting. Additional coordination meetings with regulatory agencies (VT SHPO, ANR River Management) will be held as needed.

Project Schedule

A proposed project schedule is shown below. A+E is prepared to begin work upon notice to proceed.

Projected Date		Task
2026	August	Notice to Proceed & Kick-off Meeting
	September	Site Investigation & Field Survey, Drainage Area Delineation and Hydraulic Modeling Analysis
	October	30% Engineering Report & Design Meeting
	December	60% Design: Culvert and storm drain upsizing plans submitted for review
	January-February	Final stamped design plans, specifications, and cost estimate; bidding assistance as requested

Your Project Team

Your Project Team has extensive experience providing similar stormwater engineering services to other Vermont municipal clients. To date, we have provided these **engineering services to over 50 Vermont municipal systems!** We will put this experience to work for you bringing **greater efficiency** and **more cost-effective solutions** to your projects, and **A+E and our project team has the staff resources available to meet your schedule requirements.**

You're A+E Project Team will be led by **Jason Booth, P.E.** Jason is the president of the company and will have overall responsibility for the delivery of the project, ensuring the project is properly staffed and resourced throughout all phases. Jason will review all engineering deliverables and design submittals and will manage the other A+E team members and coordination with the subconsultant. **Dave Wheeler, E.I.** will serve as the primary design engineer for the project, leading the engineering report and design phases under Jason's direction. Dave will be the primary point of contact for technical work.

Project Team Members

A brief background of the project team members follows and detailed resumes can be provided on request.

JASON BOOTH, P.E. | PRESIDENT

Jason has 25 years of experience in water resource engineering and construction management. Jason has been with A+E since 2001 and stepped into the role as President in 2024. Through his experience as a design and construction engineer, Jason provides a unique understanding of design requirements, constructability of projects, and related costs. Jason's primary responsibility at A+E is in bid and construction with a secondary role in design of stormwater, wastewater and drinking water projects.

DAVE WHEELER, E.I. | PROJECT ENGINEER

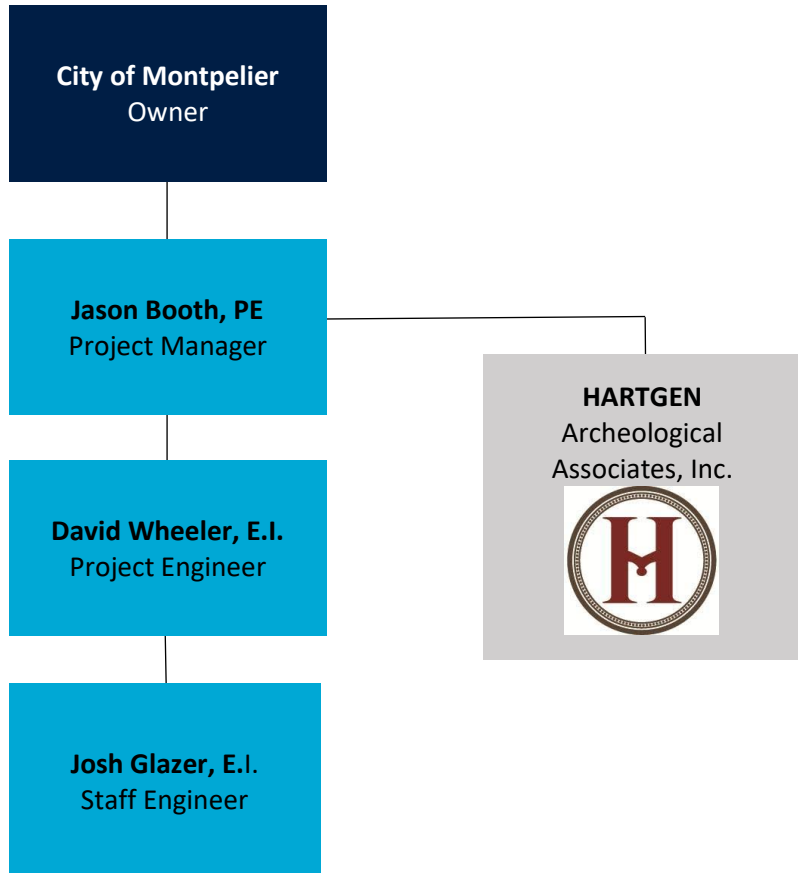
Dave is a Project Engineer at Aldrich + Elliott and has been with the company since the spring of 2025. He has 15 years of professional experience in the water resources engineering field, including a decade of municipal service. His stormwater experience includes GIS mapping, field investigations, stormwater design, gravel wetland systems, HydroCAD modeling, and 9050 permitting. Dave will serve as the primary design engineer, leading the engineering report and design phases under Jason's direction.

JOSH GLAZER, E.I. | STAFF ENGINEER

Josh is a Staff Engineer at A+E with experience in stormwater design, GIS analysis, topographic surveys, and field investigations. Josh will assist with site assessments, GIS and AutoCAD work, and field support for the project.

Project Team Organizational Chart

The following organizational chart represents the roles, relationships and areas of involvement of the project team members.



Cost Proposal

The table below summarizes estimated costs for the project by task.

TASK	EST. COSTS
Site Investigation and Field Survey	\$19,250
Drainage Area Analysis and Hydraulic Modeling	\$11,750
Engineering Report	\$12,750
Drawings & Specifications	\$13,750
Cost Estimate and Schedule	\$4,500
Project Management & Meetings	\$11,000
Permitting	\$3,000
Archeology & Historic Preservation	\$10,000
TOTAL:	\$86,000

APPENDIX A

Resumes



Jason Booth, PE | President

Jason Booth is the President of Aldrich + Elliott, PC (A+E) and has extensive experience in water resource engineering since 2001. His professional expertise is in the study, design, permitting and construction of municipal water, wastewater, and stormwater projects. The following is a sampling of Jason's professional experience on similar projects.

BACKGROUND

2001-Present
President
Aldrich + Elliott

EDUCATION

Bachelor of Science, Civil
Engineering, University
of Vermont, 2004

Master of Civil
Engineering, Water
Resources, Norwich
University, 2014

PROFESSIONAL REGISTRATION

Licensed Professional
Engineer – Vermont

Notary Public - Vermont

PROFESSIONAL AFFILIATIONS

American Society of Civil
Engineers: President
2011/2012

Vermont Society of
Professional Engineers:
President 2011-2013

American Council of
Engineering Companies –
Vermont: National
Director 2016-2024

PUBLIC AFFILIATIONS

Vermont Professional
Engineering Board, Civil
Representative: 2024-
Present

Commissioner,
Northwest Regional
Planning Commission:
2010-2013

Chair, Grant Writing
Committee, Town of
Fairfield, VT: 2009-2010

PROJECT EXPERIENCE | WATER

Principal licensed engineer involved with over 50 Vermont community water systems, providing general consulting services including feasibility and preliminary engineering evaluations, asset management and capital improvement planning, and final design of linear water mains, booster pump stations, storage applications and water treatment.

PROJECT EXPERIENCE | WASTEWATER

Principal licensed engineer involved with over 50 Vermont community wastewater systems, providing general consulting services including feasibility and preliminary engineering evaluations, capital improvement planning and final design of linear sewer and force mains, pump stations and wastewater treatment. Recent notable projects include the Town of Hinesburg Wastewater Treatment Facility which includes conversion of an aerated lagoon process to a Sequential Batch Reactor process. Additional notable projects include assistance with the Hardwick, Johnson and Ludlow communities to evaluate complete WWTF relocations due to 2023 and 2024 catastrophic flooding events. Jason has aided several communities with combined sewer overflows including the City of St. Albans and the City of Rutland where projects are currently being implemented to construct subsurface CSO storage overflow chambers which will be the first in Vermont.

PROJECT EXPERIENCE | STORMWATER

Principal licensed engineer involved with numerous contracts supporting stormwater evaluation and design. Jason was involved with development of many of the initial Flow Restoration Plans for MS4 communities, which defined the road map for MS4 communities to implement stormwater projects to improve stormwater impaired watersheds. Over several years, Jason has designed projects ranging from subsurface infiltration chambers to gravel wetlands, to bioretention basins across communities in Franklin and Chittenden Counties.

PROJECT EXPERIENCE | CONSTRUCTION PHASE SERVICES

Jason supervises and manages all construction phase activity for each project which includes bid phase through project close out. Jason directly oversees three construction project administrators and eight field representatives. A typical construction season will consist of oversight and management of up to 20 construction projects ranging from \$500,000 to \$15,000,000+. Jason brings 20+ years of funding experience, design experience, client management experience, and VT DEC relationships into every construction project to provide a high level of service during the high pace and at times stressful atmosphere of construction.

PROJECT EXPERIENCE | FUNDING

Funding is a large and important component of each project. Jason has over 20 years of experience with various funding sources typical for municipal utility projects, including State Revolving Loan programs, USDA/RD, EDA, VTrans, Northern Borders Regional Commission, Lake Champlain Basin Program, TIF, CHIP, and others. Jason has experience managing projects with multiple funding sources, often referred to as the funding stack, and understands the unique requirements with various funding sources driving how and when they can be applied throughout a project.



David P. Wheeler, EI | Project Engineer

David joined Aldrich + Elliott, PC (A+E) as a Project Engineer in 2025. His professional experience includes the study, design, permitting, and construction of various municipal wastewater and stormwater projects. Below is a representative selection of David's design and construction experience:

BACKGROUND

Project Engineer
Aldrich + Elliott
May 2025 - Present

Water Resources
Engineer
City of South
Burlington, VT
2015-2025

Environmental
Engineer
Hoyle, Tanner &
Associates
2011-2015

EDUCATION

Bachelor of Science,
Civil Engineering,
University of
Vermont, 2011

PROFESSIONAL REGISTRATION

Engineer Intern –
Vermont

PREVIOUS EXPERIENCE – CITY OF SOUTH BURLINGTON

Stormwater Utility Management & MS4 Permit Compliance

As the South Burlington Stormwater Superintendent, oversaw stormwater capital improvement projects, including over 100 stormwater treatment practices as part of five (5) Flow Restoration Plans (FRPs) and one (1) Phosphorus Control Plan (PCP). Ensured compliance with the MS4's five minimum control measures (MCMs), including public education, public participation, IDDE, EPSC enforcement, and plan review to ensure compliance with stormwater regulations. Additionally responsible for ordinances and budgets.

Town of Shelburne Stormwater Utility Assistance

Provided assistance to the Town of Shelburne on a contract basis to establish stormwater utility, develop rate models and billing systems, establish stormwater ordinances, conduct site plan review and inspection and maintenance of stormwater infrastructure.

Village At Dorset Park Stormwater Project

Provided project management and technical support for the design and construction of upgrades to three stormwater ponds. Secured \$250,000 in grant funding.

Bartlett Brook Central Stormwater Project

Provided project management and construction inspection for a stormwater gravel wetland, in alignment with the City's Bartlett Brook Flow Restoration Plan. Secured \$400,000 in grant funding.

Oak Creek Village Culvert Replacement

Secured \$300,000 in grant funding for the design and construction of two new box culverts to replace existing culverts, mitigating chronic neighborhood flooding issues.

Picard Circle Stormwater Project

Provided project management and construction inspection for the design and construction of a subsurface infiltration system. Secured \$230,000 in grant funding.

Deane Street Stormwater Project

Provided project management and construction inspection for the design and construction of a subsurface infiltration system. Secured \$242,000 in grant funding.

Pinnacle at Spear Stormwater Project

Provided project management, and construction inspection for upgrades to four existing dry detention basins, converting them to gravel wetlands, a sand filter, and a stormwater pond. Secured \$320,000 in grant funding.

Lindenwood Stormwater Project

Provided project management, technical assistance, and construction inspection for the design and construction of a dry detention basin. Secured \$300,000 in grant funding.

Kennedy Drive Pond 3 Stormwater Project

Provided project management and construction inspection for the upgrade of an existing stormwater pond to a gravel wetland. Secured \$300,000 in grant funding.



Joshua W. Glazer, EI | Staff Engineer

Josh is a staff engineer at Aldrich + Elliott. Josh graduated from the University of Vermont with a B.S. in environmental engineering and started at A+E the following fall. He has been gaining experience in design through permitting, AutoCAD, ArcGIS, and GPS field work. The following is a sampling of Josh's design experience:

BACKGROUND

Staff Engineer Aldrich + Elliott September 2025 - Present

Intern O'Leary Burke and Associates May 2024 – August 2024

EDUCATION

Bachelor of Science, Environmental Engineering, University of Vermont, 2025

A+E PROJECT EXPERIENCE

Barre

Design and permitting of a stormwater bioretention pond for the wastewater treatment facility.

Barton

Asset management plan for the village. All valves and hydrants in the system GPS located and inventoried. The water asset management plans include mapping assets, assets inventories and condition assessments, life cycle cost analysis, risk and life cycle cost reduction, and overall planning.

Essex

Rate study being conducted for the town. All of the water metering synthesized to gain information about the users. Scenarios of differing rate structures will aid in budgeting for the municipality.

Lyndon

Preliminary engineering report completed for the town. The project will replace a 900' undersized and corroded waterline.

Shelburne

The survey, environmental report, and design of a waterline replacement within Meach Cove which consists of 8,000' of new waterline replaced via pipe bursting. Several hydrants to be installed off of the waterline.

Water mapping for the town including consolidating datasets and confirming or correcting locations for water valves.

APPENDIX B

Stormwater Summary of Experience

 Stormwater Experience	Scoping / MS4 Phase II	Utility / Rate Assistance	Collection	Stormwater Treatment Practice			
				Micropool / Extended Detention	Infiltration / Bioretention	Infiltration / Subsurface Chambers	Gravel Wetland
Brandon, Town	•		•	•	•	•	
Brighton, Town	•		•	•			
Burlington, City			•		•	•	
Castleton, Town			•				
Colchester, Town	•		•				
East Montpelier, Town	•						
Enosburg Falls, Village	•		•				
Essex Junction, Village	•		•				•
Essex, Town	•		•	•			
Fair Haven, Town			•				
Hardwick, Town	•		•				
Hartford, Town White River Jct	•		•		•		
Ludlow, Village			•				
Lyndonville, Village			•				
Milton, Town			•				
Middlebury, Town	•		•		•	•	•
Montpelier, City	•		•	•	•	•	
Morrisville, Village	•		•	•	•		
Newport, City	•		•			•	
Northfield, Town			•			•	
Poultney, Village	•		•	•	•		
Proctor, Town			•				
Rutland, City	•		•	•	•	•	
South Burlington, City	•		•	•	•	•	•
Springfield, Town	•		•		•	•	
St. Albans, City	•	•	•		•	•	•
St. Albans, Town	•	•	•				•
West Rutland, Town	•		•				
Winooski, City	•		•				





June 5, 2026

David Wheeler
6 Market Place #2
Essex Junction, VT 05452
p. 802.879.7733
e. DWheeler@aeengineers.com

Subject: Green Mountain Cemetery Drainage, City of Montpelier, Washington County, Vermont
Proposal for Archeological Resource Assessment and Section 106 Consultation
P2026-139;

Dear Mr. Wheeler,

This letter presents Hartgen Archeological Associates, Inc.'s proposal to implement the Scope of Work presented in Attachment 1, subject to the qualifying assumptions listed in Attachment 2. The following proposed fees assume that work will be conducted on a lump sum basis unless explicitly stated otherwise.

- Archeological Resource Assessment (Cemetery APE): \$4,800
- Section 106 Consultation (Washout APE): \$2,000
 - This fee assumes 8 hours of consultation with FEMA and/or VDHP to determine the methodology for potential archeological investigation within the Washout APE and for the creation of a Scope of Work based off the results of the ARA report.
- This proposal is valid for 60 days.

Regards,

Nathaniel Durant
Project Manager
p. 802.380.2845
e. ndurant@hartgen.com

Attachments

1. Scope of Work
2. Assumptions, Terms, and Conditions



SCOPE OF WORK (JUNE 5, 2026)

This section defines Hartgen's proposed Scope of Work. All work will be overseen staff members who meet the Secretary of the Interior's Professional Qualification Standards outlined in *Archeology and Historic Preservation: Secretary of the Interior's Standards and Guidelines as Amended and Annotated* and required under Title 36 of the Code of Federal Regulations, Section 61 (36 CFR 61).

Project Information

Project Name	Green Mountain Cemetery Drainage
Project Location	City of Montpelier, Washington County, Vermont
Hartgen No.	P2026-139

Hartgen's understanding of the project is summarized below:

- The Project has involvement from the Federal Emergency Management Agency and is subject to compliance with Section 106 of the National Historic Preservation Act.
- The cultural resources investigation will be reviewed by the Vermont Division for Historic Preservation (VDHP).
- The Project consists of two main parts:
 - An overview of the overall drainage system within Green Mountain Cemetery to identify any existing or emerging issues, referred to below as the Cemetery APE.
 - A reconstruction of the drainage system in a smaller area that was impacted by significant washout from recent large rain events, involving the construction of new culverts, storm drains, and catch basins, referred to below as the Washout APE.

Applicable Guidelines

Work will conform to the following guidance document(s):

- *Guidelines for Conducting Archeology in Vermont* (VDHP 2017).
- *National Register Bulletin: Guidelines for Evaluating and Registering Archeological Properties* (National Park Service 2000).

Area of Potential Effects (APE) – Cemetery APE

- The Cemetery area of potential effects (APE) measures approximately 40.2 acres as shown in Figure 1.



Figure 1. Cemetery Area of Potential Effects (APE).

Area of Potential Effects (APE) – Washout APE

- The Washout area of potential effects (APE) measures approximately 3.54 acres as shown in Figure 2, and largely falls within the Cemetery APE.



Figure 2. Washout Area of Potential Effects [APE].

Archeological Resource Assessment (ARA) – Cemetery APE

- **Literature Review:** Review archeological, historical, and environmental information to inform an assessment of the archeological potential of the APE.
 - Compile project information including the project size, location, and description of proposed undertaking.
 - Review environmental information including soils, bedrock geology, topography and hydrology.
 - Consult the Vermont Division for Historic Preservation's Online Resource Center (ORC) to identify known archeological sites, previous archeological surveys, and National Register listed and eligible properties and districts in the vicinity of the APE.
 - Examine historical maps and provide an interpretation of potential historic resources.
 - Conduct research using on-line and published resources to prepare a brief building and land-use history(ies) of the APE.
- **Site Reconnaissance:** Conduct a site visit to observe and photograph existing conditions, present land use, any evidence of prior soil disturbance, and any structures within the APE. Conduct a limited number of soil cores to investigate soil stratigraphy and assess soil integrity.
- **Assessment:** Assess the archeological sensitivity and potential and provide recommendations regarding Phase 1 archeological testing.
- **Report Preparation and Dissemination:** Prepare a report conforming to VDHP's *Guidelines for Conducting Archeology in Vermont* (2017). As appropriate, reports will contain text, tables, color maps and photographs, shovel test records, and an artifact inventory. Hartgen will provide a PDF version of the draft report for

the client's review. The client will compile and submit all comments to Hartgen in a single submission. Hartgen will address one round of comments, revising the report as appropriate. Hartgen will issue a PDF copy of the final report. If the report contains detailed archeological site location information, Hartgen will also issue a redacted version.

- **Project Communications:** Participate in Project-related client and agency consultation, meetings, telephone calls, videoconferences, and/or written correspondence for up to 4 hour(s).

Section 106 Consultation – Washout APE

- **Project Communications:** Participate in Project-related client and agency consultation, meetings, telephone calls, videoconferences, and/or written correspondence for up to 8 hour(s).
- **Scope of Work:** Prepare an archeological investigation scope of work in consultation with VDHP and/or FEMA. Scope of work consultation is a collaborative process, VDHP's requests and requirements may differ from the scope outlined below in this proposal.
- Any archeological fieldwork or investigation for the Washout APE that may be proposed in the Scope of Work is not included in these costs. A subsequent contract will be necessitated for this undertaking.

Schedule

A preliminary schedule follows. Hartgen will commit to a schedule at the time of authorization. Fieldwork is weather dependent and inclement conditions may cause delays.

Task	Anticipated date of completion
Notice to proceed	June 12, 2026
ARA Site Visit	June 26, 2026
ARA Report	July 24, 2026
Section 106 Consultation/Scope of Work	July 31, 2026

**ASSUMPTIONS, TERMS, AND CONDITIONS**

Unless explicitly stated otherwise in the Scope of Work, the following assumptions, terms, and conditions apply.

- Changes to the Area of Potential Effects (APE) or Study Area while work is in progress will incur additional fees.
- Any archeological fieldwork or investigation for the Washout APE that may be proposed in the Scope of Work is not included in these costs. A subsequent contract will be necessitated for this undertaking.
- Hartgen requires 2 business days advance notice to cancel scheduled fieldwork. Cancellations less than 2 business days in advance will incur charges equal to 50% of the first day of scheduled fieldwork.
- Work completed by Hartgen at the instruction of the Client that is not explicitly included in the Scope of Work will be billed on a time and materials basis as “Out-of-Scope” work.
- Artifacts not selected for curation at the Vermont Archeology Heritage Center will be shipped to the client or landowner upon request. If no such request is made upon completion of this scope of work, Hartgen will dispose of any samples collected during its work in the manner it deems appropriate. Shipping and handling charges apply to delivery requests.
- Hartgen will provide storage for artifact collections for up to three months from the date the final report is delivered. After the end of the three-month period, storage fees will be charged on an annual basis at a rate of \$100.00 for the first cubic foot and \$25 for each additional cubic foot thereafter.
- A request will be submitted by others to Dig Safe VT to mark utilities in all areas where excavation is proposed.
- Hartgen will not be required to obtain any permits as part of its Scope of Work.
- The archeological crew will be able to traverse the project area and complete on-site activities without the need to clear vegetation.
- When archeological fieldwork is included in the scope of work, hand excavation will be sufficient to reach the full depth of cultural deposits, and no mechanical excavation equipment will be required.
- Deliverables will be issued in digital format only.
- All necessary landowner coordination required for Hartgen to complete the Scope of Work will be completed by others.
- Mechanical excavation services, when required to complete the Scope of Work, will be procured by others.
- Plowing and disking of any areas identified for surface collection in the Scope of Work will be completed by others.
- The restoration of lawn or other plantings disturbed during archeological excavations is not included in the Scope of Work.
- Fencing or other site security measures required to ensure public safety during archeological fieldwork will be the responsibility of others.

- Hartgen will retain copies of publicly available source datasets used in the completion of the Scope of Work for one year following project completion.



CITY COUNCIL Agenda Item Cover Sheet

Date: August 26, 2026

- ☐ Public Hearing – public comment
- ☐ Formal Consideration – public comment
- ☐ Informal Consideration
- ☐ Discussion
- ☒ Consent Agenda

SUBJECT: DPW Equipment Barn Temporary Heating System

SUBMITTING DEPARTMENT: DPW

RECOMMENDED ACTION: Authorize City Manager or purchasing agent to execute the construction contract, agreement, and/or purchase order for improvement to the DPW Equipment Barn heating system.

RELATED COUNCIL GOAL/PRIOR ACTION (Highlight as many as needed):

- 1. ☐ Housing
- 2. ☒ Infrastructure
- 3. ☐ Economic Development

EXPENDITURE REQUIRED: \$76,003

SOURCE OF FUNDS: 2022 Bond

LEGAL REQUIREMENTS: Voter authorized approval at Town Meeting Day March 1, 2022, Article 13

BACKGROUND INFORMATION:

The Department of Public Works garage heating system is in need of repair before the coming winter as the existing oil fired boiler will no longer function in high heat mode and is well beyond its design life. DPW solicited an emergency heating proposal through Flowers Plumbing and Heating, who provides HVAC services at various City facilities. This system will provide adequate heat for the interim until a permanent, long-term solution can be assessed. The total payment for this work will be delivered as a single lump sum of \$76,003. The allocated 2022 bond funding for this upgrade is \$250,000.

SUPPORTING DOCUMENTS:

- 1. Estimate from Flowers Plumbing and Heating

INTERESTED PARTIES: DPW

CITY MANAGER'S APPROVAL:

A handwritten signature in black ink that reads "Kelly McMichael-King".

Estimate

Flowers Plumbing & Heating
92 Orchard Terrace
Graniteville, VT 05654
Tel. (802) 479-3225

Date	Estimate #
8/5/2026	58

Name / Address
City of Montpelier, STE,6 City Hall, 39 Main Stret Montpelier, VT 05602

			Project
Description	Qty	Rate	Total
Heat quote for Dept. of Public works garage			
Modine #PDP200 BTU Lp unit heaters	6	5,625.50	33,753.00
Lp iron gas piping from tank to each new unit heaters & labor	1	12,350.00	12,350.00
Wiring of each new Modine unit heaters	1	9,300.00	9,300.00
Removal of old air system	1	4,800.00	4,800.00
Equipment and lift rental to install new unit heaters	1	3,800.00	3,800.00
Labor to hang and vent 6 new unit heaters	1	12,000.00	12,000.00
Thank you for your business.			
Total			\$76,003.00



CITY COUNCIL Agenda Item Cover Sheet

Date: August 26, 2026

- ☐ Public Hearing – public comment
- ☐ Formal Consideration – public comment
- ☐ Informal Consideration
- ☐ Discussion
- ☒ Consent Agenda

SUBJECT: Award of FEMA Disaster Recovery and Mitigation Technical Assistance Master Services Agreement.

SUBMITTING DEPARTMENT: DPW through the City Manager's Office

RECOMMENDED ACTION: Authorize City Manager or purchasing agent to approve the Master Services Agreement with Garner Environmental Services. Authorize staff to approve task orders under this agreement for support related to disaster recovery and response.

RELATED COUNCIL GOAL/PRIOR ACTION (Highlight as many as needed):

- 1. ☒ Housing
- 2. ☒ Infrastructure
- 3. ☐ Economic Development

EXPENDITURE REQUIRED: Not to exceed \$900,000

SOURCE OF FUNDS: FEMA

LEGAL REQUIREMENTS: N/A

BACKGROUND INFORMATION:

City staff have been working with VEM and their consultant on navigating the FEMA process for flood recovery. The contract for the consultant retained by VEM expires at the end of the calendar year and the City will need continued support for remaining flood recovery work, particularly with the City Hall, Fire Station and Police Department Rebuild. DPW issued an RFP for the services and three City staff members independently scored the proposals. Garner Environmental Services was the highest ranking proposal based on the average of the three scores.

This agreement is for a three year period and can be extended for two additional years by mutual agreement from both parties. The services can be used for the current disaster recovery as well as potential future disasters and for other recovery programs including Hazard Mitigation Grant Project (HMGP) and Building Resilient Infrastructure and Communities (BRIC). The cost of the services is reimbursable from FEMA.

SUPPORTING DOCUMENTS:

- Item 1: Master Grant Agreement
- Item 2: Proposals submitted by Garner Environmental Services

INTERESTED PARTIES: City Council, DPW

CITY MANAGER'S APPROVAL:

Kelly McMichael-King

MASTER SERVICES AGREEMENT

This **MASTER SERVICES AGREEMENT** (the “**Agreement**”) is made and entered into as of [REDACTED], (the “**Effective Date**”) by and between **Garner Environmental Services, Inc.**, a Texas corporation located at 952 Echo Lane, Suite 400, Houston, Texas 77024 (hereinafter “**Contractor**”) and **The City of Montpelier**, a municipal corporation (hereinafter “**Client**”). Hereinafter, Contractor and Client shall be collectively referred to as the “**Parties**” or individually as a “**Party**”.

WHEREAS, Contractor is engaged in the business of performing Emergency Planning, Preparedness, Management, Response, and Recovery Services;

WHEREAS, Client and its agents or representatives may, from time to time, request Services from Contractor as provided herein; and

WHEREAS, This Agreement (and any task order, work authorization or purchase order hereunder) shall comply with all applicable federal requirements if any part of the work is funded with federal financial assistance (including FEMA Public Assistance). To the extent of any conflict, federal terms control.

NOW, THEREFORE, in consideration of the promises, and of the mutual covenants hereinafter set forth, Contractor and Client enter and agree as follows:

Article 1 Services.

In consideration of the payments specified in this Agreement, the Contractor agrees to provide all labor, equipment, materials, and supervision necessary to perform the services as described in Exhibit A, attached and incorporated by reference (the “**Services**”) and in accordance with the terms and conditions of this Agreement. Contractor shall proceed under the circumstances then existing subject to the conditions of availability and necessity.

- 1.1 Contractor operates a (24) twenty-four-hour-per-day, (7) seven-days-per-week emergency response service telephone line at 1.800.442.7637. The Client’s representative making the call shall furnish to Contractor the name and title of the caller, the location needing services, and relevant facts relating to the situation in order that Contractor may use due diligence to mobilize the necessary resources subject to the conditions of availability and necessity.
- 1.2 The Parties recognize that all work performed under this Agreement shall be governed by task orders or other written work authorization. Task orders issued will describe the scope of work, the schedule for completion of the work, labor categories, a not-to-exceed (NTE) compensation amount, expenses (if allowed) and other particulars as needed. Task orders are binding only after written acceptance and execution by duly authorized representatives of both parties. Task orders may be amended only by mutual written consent of the parties.
- 1.3 Contractor shall take necessary precautions for safety of its employees, independent contractors, and agents and shall comply with all applicable provisions of federal, state, and local safety and health laws, rules, and regulations and further shall erect and properly maintain, as required by the conditions and progress of the work, necessary safeguards for the protection of its employees. Contractor shall comply with, and shall cause its employees, independent contractors, and agents to comply with Client policies, procedures, rules, and regulations and applicable bylaws, rules, and regulations pertaining to licensed, credentialed, certified, or accredited personnel.
- 1.4 Client shall furnish to Contractor applicable information on the worksite if reasonably needed by Contractor to perform the work. Additionally, Client represents that it has superior knowledge of the worksite and its surroundings and acknowledges that Contractor does not accept responsibility for any losses, damages, and/or injuries, resulting from any error, inconsistency, or omission in the worksite information provided.
- 1.5 Whether or not Client owns or operates the worksite, Client shall, prior to commencement of the work, arrange for, provide for, and ensure lawful access to, and egress from, the worksite by Contractor, its

employees, and subcontractors and their vehicles and equipment.

- 1.6 Client shall reasonably cooperate with Contractor in a timely fashion so as to facilitate Contractor's obligation in providing the Services.
- 1.7 The documents listed below are incorporated into and made part of the Agreement and are collectively referred to as the "Contract Documents":
 - (a) Client's Standard Form Contract;
 - (b) This Agreement, its exhibits, and any written amendments executed by the Parties;
 - (c) RFP for Disaster Recovery and Mitigation Technical Assistance, including all Client-issued addenda and written clarifications;
 - (d) The Contractor's proposal and pricing accepted by Client; and
 - (e) Any purchase order, task assignment, notice to proceed, or other written work authorization issued by the City under the Agreement.
- 1.8 In the event of a conflict, inconsistency, ambiguity, or missing specification or instruction among the Contract Documents, the documents shall control in the order listed in Section 1.7 above, except that:
 - (a) a later-executed written amendment signed by authorized representatives of both Parties shall control over an earlier Contract Document; and
 - (b) mandatory federal, state, or funding-source requirements applicable to particular Services shall control to the extent required by law or as a condition of funding.

Article 2 Compensation and Payment.

Client agrees to pay to Contractor any and all fees and expenses incurred by Contractor in the performance of the services performed for Client as follows:

- 2.1 The Client will pay for performance of the Services in accordance with rates listed in Exhibit B. The Client will not pay for Services charged on a basis inconsistent with Exhibit B unless otherwise agreed in writing. The Client shall establish firm not-to-exceed (NTE) prices for each Task Order. Contractor shall not bill in excess of that NTE unless the Parties execute a written change order increasing the NTE. Contractor bears all risk of performing beyond the NTE without prior written authorization.
- 2.2 Contractor shall submit periodic invoices to Client for the services performed pursuant to the task order, purchase order, service order, or work authorization issued in accordance with Section 1.2 herein setting forth the total amounts due in accordance with the applicable fee schedule at the time service is performed for labor, materials, equipment, subcontractor services and other resources or services utilized or incurred in performance of the work, less such previous payments as have been received for such work.
- 2.3 Should Client request by telephone or in writing Contractor's services and, acting on this request, Contractor mobilizes resources, yet Client subsequently terminates this request before services are performed, then Client is obligated to, and shall be responsible for, the fees associated with those resources, on a portal-to-portal basis, in accordance with the fee schedule in effect at the time of request for services.
- 2.4 Notwithstanding the foregoing, at Client's request, Contractor may provide an estimated bid for requested services. Client acknowledges that estimated bids are subject to change in connection with scope and actual resources needed to perform the services. In this connection, Client agrees to pay Contractor an amount not less than the total of: the initial estimated amount; and the amount of any change orders issued to Contractor, including those reflecting amounts exceeding the initial estimated bid.
- 2.5 Client agrees to pay all amounts due under this Agreement within forty-five (45) days following receipt by Client of Contractor's invoice(s), in United States Dollars (US \$). Client agrees to pay all attorneys' fees and costs if Client's account is referred to any attorney for collection. Client assumes full responsibility of timely payment to Contractor regardless of whether Client contends or may contend that any third-party person or entity is responsible or liable, in whole or in part, including but not limited to any insurance carrier of Client. Client agrees to immediately notify Contractor of any changes to Client's name, address(es) and phone number(s).

- 2.6 Contractor shall maintain and submit with each invoice detailed logs of labor (based on industry standards and list personnel by name/classification, hours, work performed), equipment usage, and materials consumed for each work location and date. Contractor will comply with all reasonable inspection and reporting requirements.

Article 3 Term.

This Agreement shall have an initial term of three (3) years, commencing on the Effective Date. The term of this Agreement may be extended, if agreed upon in writing by the Client and the Contractor, for two (2) additional one (1) year extensions.

3.1 Termination for Convenience.

This Agreement may be terminated by either Party in whole or in part at any time in the best interest of either Party upon written notice. Contractor shall not perform any further services after it receives the notice of termination, except as necessary to complete the continued portion of the Agreement, if any. If this Agreement is terminated before performance is completed, then Contractor shall be compensated for any and all services satisfactorily performed up until the notice of termination, including such costs necessary for successfully completing the services. All work in progress shall become the property of the Client and shall be turned over promptly by the Contractor.

3.2 Termination for Cause.

This Agreement may be terminated by either Party for cause and after a failure to cure such cause within ten (10) calendar days after written notice. "Cause," if asserted by Contractor, means a failure of Client to make payment of an invoice timely, any action or demand by the Client that impairs Contractor's ability to perform services under this Agreement, or any other material breach of this Agreement. "Cause" if asserted by Client means a failure of Contractor to perform services or any other material breach of this Agreement. Client shall pay Contractor any unpaid expenses or fees incurred prior to notification of termination in accordance with Section 2. All rights and obligations of the Parties arising pursuant to this agreement prior to termination shall remain enforceable.

Article 4 Independent Contractor.

Contractor will perform the services hereunder as an independent contractor and will furnish such services in its own manner and method, and under no circumstances or conditions may any agent, servant, or employee of Contractor be considered an employee of the Client. Nothing in this Agreement shall be deemed to imply that either Party is the agent of the other Party, nor shall either Party have the right to bind the other Party or make any promises or representations on behalf of the other Party. Contractor shall not represent to third parties that any Contractor employees, independent contractors, or agents are employees of Client. Client shall not withhold on behalf of Contractor employees, independent contractors, or agents any sums for income tax, unemployment insurance, Social Security, or any other withholding or self-employment taxes of whatsoever kind or nature (or penalties and assessments or interest thereon) that may be due or assessed by any governmental entity or agency pursuant to any law or requirement of any governmental body relating to the independent contractor status of Contractor and Contractor employees, independent contractors, or agents. Neither Contractor nor any Contractor employees, independent contractors, or agents shall have any claim under this Agreement or otherwise against Client for vacation pay, sick leave, workers' compensation, retirement benefits, social security, disability benefits, unemployment insurance benefits, or employee benefits of any kind. All of such payments, including all federal and state tax payments due by Contractor as an independent contractor, and all costs of health, workers' compensation, and other benefits are the sole responsibility of, and shall be paid by, Contractor. Contractor shall indemnify and hold Client harmless from any and all loss or liability arising from or related to the failure of Contractor or Contractor employees, independent contractors, or agents to pay self-employment taxes, federal, and state income taxes, and other taxes or assessments normally paid by a self-employed individual, including, without limitation, penalties and interest that arise out of any monies earned by Contractor and Contractor employees, independent contractors, or agents. Without the express written consent of Client, Contractor shall have no apparent or implied authority to extend the credit of the Client; bind Client under any contract, agreement, note, mortgage, or other

obligation; discharge any debt due Client unless Client has received the full amount thereof; or sell, mortgage, transfer, or otherwise dispose of any assets of Client.

Article 5 Insurance.

Contractor shall carry and keep in force during the term of this Agreement insurance policies with a company or companies authorized to provide such services. Contractor will provide to Client a Certificate of Insurance, as proof of the required insurance coverages. Additionally, Contractor will provide to Client written notice of occurrence, if any, cancellation, material change in the coverages, or intent not to renew any of the policies in accordance with policy provisions. Contractor agrees to provide Additional Insured status to Client, with the exception of Contractor's workers' compensation policy. Additional insured status, waiver of subrogation and primary status shall be afforded to the extent of Contractor's covered obligations assumed hereunder in connection with Contractor's operations.

Article 6 Indemnification.

Contractor shall indemnify, defend and hold harmless the City of Montpelier, members of its City Council, its boards and commissions, officers, agents, and employees (hereinafter, "Indemnitees") against any claims that arise out of, or pertain to, or relate to the negligence, recklessness, or willful misconduct of the Contractor, its employees, subcontractors, and agents in the performance of services under this Agreement.

Article 7 Force Majeure.

If due to Force Majeure either Party hereto is rendered unable, in whole or in part, to carry out its obligations under this Agreement, save and except for Client's obligation to make payments for services performed, upon such Party giving written notice including full particulars of such Force Majeure to the other Party immediately after the occurrence of the cause relied on, then the obligation of that Party giving such notice, so far as it is affected by such Force Majeure, shall be suspended during the continuance of any inability so caused, but for no longer period and such cause shall, as far as possible, be remedied with all reasonable dispatch. The term "Force Majeure" as employed herein, shall mean acts of God, strikes, lockouts, or other industrial disturbances, acts of the public enemies, wars, armed rebellion, conflicts, blockades including naval or air space blockades, insurrections, riots, epidemics, pandemics, landslides, lightning, earthquakes, fires, hurricanes, storms, floods, washouts, arrests and restraints of rulers and people, civil disturbances, explosions, inability with reasonable diligence to obtain materials and any other causes not within the reasonable control of the Party claiming a suspension which by the exercise of due diligence such Party shall not have been able to avoid or overcome. In no event, however, shall the foregoing limit the rights of the Client or Contractor to terminate this Agreement, or the service as otherwise provided herein.

Article 8 Non-Exclusivity and No Obligation.

The Parties expressly acknowledge that this Agreement does not create an exclusive relationship between the Parties. Client is free to engage others to perform services of the same or similar nature to those provided by Contractor, and Contractor shall be entitled to offer and provide services to others, solicit other Clients, and otherwise advertise the services offered by Contractor. Furthermore, nothing in this Agreement should be construed as an obligation or commitment to proceed with any transaction between them, and each Party reserves the right, in its sole discretion, to terminate discussions contemplated by this Agreement. However, should Client request by telephone or in writing Contractor services, and acting on this Contractor mobilizes resources, yet Client subsequently terminates this request before services are performed, then Client is obligated to, and shall be responsible for, the fees associated per the provisions in section 2.2.

Article 9 Compliance with Laws.

Each Party hereby represents, warrants, and agrees that it is in compliance with, and will continue to comply with, all applicable federal, state and local laws, rules, and regulations. Each party further agrees that the Federal Contract Provisions and Assurances (as they relate to Federal Funding & FEMA PA) and Appendix II to Part 200 Contract Provisions for Non-Federal Entity Contracts Under Federal Awards, added as Exhibit C are included as a part of this contract. If case of any conflict between the terms specified herein and the Federal Contract Provisions and Assurances, the latter shall prevail.

Article 10 Alternative Dispute Resolution (ADR).

In the event of any dispute or claim by either Party, including but not limited to those related to payment or performance obligations arising under this Agreement, the Parties shall first attempt to resolve the matter through good faith negotiation. The Parties will refer the matter to the relevant designated representatives of each Party for discussion and resolution as soon as reasonably possible and, in any event, within twenty-one (21) days of such referral. If the dispute is not resolved through this negotiation, the Parties agree to submit the matter to a mutually agreed-upon mediator, with the Parties sharing equally the cost of the mediator. The Parties shall move as expeditiously with mediation as possible, but in any event, mediation shall be conducted within thirty (30) days from the date of the mediation demand, unless otherwise mutually agreed in writing. Mediation shall be a condition precedent to the initiation of arbitration. If the matter is not resolved at mediation, unless otherwise prohibited by applicable law, then the matter shall be resolved definitively and exclusively by binding arbitration under the Rules of Procedure of the American Arbitration Association (the "Rules") then prevailing, which arbitration shall be held in the State of Vermont, in which case the following rules shall apply:

- (a) Arbitration shall be by a single arbitrator in accordance with the Rules.
- (b) In the event the Parties are unable to agree upon an arbitrator within ten (10) days of demand for arbitration, then the American Arbitration Association shall appoint an arbitrator.
- (c) The decision of the arbitrator shall be final and binding on the Parties, and judgment upon any award rendered may be entered in any court having jurisdiction thereof.
- (d) If arbitration is prohibited, the dispute will be resolved in the applicable court in Vermont.
- (e) The Parties agree that this Arbitration obligation shall survive the termination of this Agreement, whether by default or convenience.
- (f) Notwithstanding anything to the contrary the Parties reserve the right to pursue and obtain injunctive or equitable relief from a court of law.

Article 11 Governing Law.

This Agreement shall be governed by and construed in accordance with the laws of the State of Vermont, without regard to its conflicts of law rules or principles.

Article 12 Change in Law.

In the event of any legislative or regulatory change or determination, whether federal or state, which has or would have significant adverse impact on either Party in connection with the performance of this Agreement, or in the event that performance by either Party of any term, covenant, condition or provision of this Agreement should for any reason be in violation of any statute, regulation, or otherwise be deemed illegal ("Change in Law"), the affected Party shall have the right to require that the other Party renegotiate in good faith the terms of this Agreement to comply with the Change in Law. If the Parties, despite good faith negotiations by each Party, fail to reach an agreement satisfactory to both Parties within thirty (30) days of the request for renegotiation, the Party requesting such renegotiation may terminate this Agreement upon fifteen (15) days' prior written notice to the other Party or sooner if required by law.

Article 13 Subcontractors.

Contractor may, in our discretion, use subcontractors in connection with the work performed under this Agreement. All requirements set forth as part of this Agreement are applicable to all subcontractors and their employees to the same extent as if the Contractor and its employees had performed the services.

Article 14 Taxes.

Contractor will pay payroll taxes, Medicare taxes, FICA taxes, unemployment taxes, and all other related taxes customarily paid by employers for its direct employees.

Article 15 Records and Inspections.

Contractor shall maintain full and accurate records with respect to all services and matters covered under this Agreement for the term of this Agreement and for three (3) years thereafter or for any period required by law

for inspection by any authorized representatives of the State or Federal Government. Client shall have free access at all reasonable times to such records, and the right to examine and audit the same and to make transcripts therefrom, and to inspect all program data, documents, proceedings and activities.

Article 16 Drug Policy.

Contractor will ensure its Drug Free Workplace and drug testing policy substantially conforms to Client's policy.

Article 17 Violence Policy.

Contractor will ensure its policy against Violence in the Workplace substantially conforms to Client's policy.

Article 18 OSHA Compliance.

Because Client controls the facilities in which Contractor and its employees and subcontractors work, it is agreed that Client is primarily responsible for compliance with the Occupational Safety and Health Act (OSHA) and comparable state laws and regulations thereunder, to the extent those laws apply to Contractor and its employees and subcontractors to Client's facility, except as may be otherwise agreed in writing signed by the Parties hereto. Any such agreement shall be included as an addendum to this Agreement.

Article 19 Notice and Contact.

Notice may be given by fax, electronic mail, hand-delivery or certified mail, postage prepaid, and is deemed received on the day faxed, sent by electronic mail with a delivery-receipt or hand-delivered or on the third day after deposit in the U.S. Mail, if sent certified mail. Notice shall be sent as follows:

Garner Environmental Services, Inc.:

Danny Maldonado, Jr., Executive Vice President,
Operations
952 Echo Lane, Suite 400
Houston, TX 77024
Phone: (281) 930-1200 (Office)
Email: dmaldonado@garner-es.com
Cc: contracts@garner-es.com

City of Montpelier

Contact Name: Kurt Motyka
Address: 783 Dog River Road
City, State, Zip: Montpelier, VT 05602
Phone: (802)-223-9508
E-mail: kmotyka@montpelier-vt.org

Article 20 Amendments.

No provision of this Agreement may be amended or waived unless such amendment or waiver is agreed to in writing signed by the Parties.

Article 21 Severability.

Each provision of the Agreement shall be considered to be severable and, if, for any reason, any such provision or any part thereof, is determined to be invalid and contrary to any existing or future applicable law, such invalidity shall not impair the operation of or affect those portions of this Agreement that are valid, and this Agreement shall be construed and enforced in all respects as if the invalid or unenforceable provision or part thereof had been omitted.

Article 22 Ambiguities.

The rule of construction that ambiguities in an Agreement are to be construed against the drafter shall not be invoked or applied in any dispute regarding the meaning or interpretation of any provision of this Agreement.

Article 23 Headings.

The headings of the paragraphs of this Agreement are inserted solely for the convenience of reference. They shall in no way define, limit, extend, or aid in the construction of the scope, extent, or intent of this Agreement.

Article 24 Waiver.

The failure of a Party to enforce the provisions of this Agreement shall not be construed as a waiver of any provision or the right of such Party thereafter to enforce each and every provision of this Agreement.

Article 25 Client Confidential Information.

If any Client Confidential Information is disclosed to Contractor, Contractor shall: (i) advise its agents, officers, employees, partners, and subcontractors of the obligations set forth in this Agreement; (ii) keep all Client Confidential Information strictly confidential; (iii) not disclose any Client Confidential Information received by it to any third parties, and (iv) not use any Client Confidential Information for any purpose other than the fulfillment of its obligations under this Agreement. For purposes of this Agreement, "Client Confidential Information" means any information that is identified as confidential by Client or that is deemed as confidential under applicable state and federal laws, including personal information.

Article 26 Professional Capacity.

Contractor represents and warrants that the assigned employees are professionals who use their own professional and business methods to perform services. Contractor represents and warrants that Contractor, and the assigned employees, are properly licensed, certified, or accredited as required under applicable state law or administrative rules.

Article 27 Mutual Confidentiality.

Confidential Information (as hereinafter defined) may be disclosed during the term of this Agreement regarding potential business transactions between the Parties or during performance of services (the "Business Goal").

"Confidential Information" means any non-public information (whether oral, written, electronic or otherwise) disclosed by one Party ("Disclosing Party") to the other Party ("Receiving Party"), whether such delivery or disclosure occurs before or after execution of this Agreement, including, without limitation, design documents, drawings, plans, specifications, processes, formulas, inventions, customer lists, customer contacts, customer preferences, other customer information, trade secrets, business secrets, methods of operating business, financial information, sources of supplies and equipment, billing and collection practices, promotional and marketing activities, purchasing activities, sourcing methodology and initiatives, computer hardware, programs and applications, and other secret information and data, relating, directly or indirectly, to the existing or prospective business operations, financial condition, or technology of Disclosing Party.

27.1 Non-Disclosure and Non-Use of Confidential Information.

The Receiving Party agrees to accept Confidential Information for the sole purpose of furthering the Business Goal. The Receiving Party agrees not to use Confidential Information of the Disclosing Party otherwise for its own or any third party's benefit, and agrees not to reverse engineer, disassemble, or decompile any prototypes, software, or other tangible objects which embody the Disclosing Party's Confidential Information provided to the Receiving Party hereunder. The Receiving Party will undertake all reasonable precautions to protect the secrecy of and avoid unauthorized disclosure, publication, dissemination, or use of Confidential Information of the Disclosing Party. Such precautions shall include the reasonable degree of care that the Receiving Party utilizes to protect its own Confidential Information of a similar nature. The Receiving Party will not disclose Confidential Information of the Disclosing Party to anyone other than those who have a need to know in order to carry out the Business Goal. Each Party agrees to notify the other Party in writing of any misuse, misappropriation, or unauthorized disclosure of such Confidential Information of the other Party which may come to its attention and to assist the Disclosing Party in every reasonable way to regain possession of its Confidential Information and prevent its further unauthorized use. Notwithstanding the foregoing, prior to disclosing any Confidential Information in response to any public records request or similar legal obligation, the Receiving Party shall, to the extent permitted by applicable law, promptly notify and consult with the Disclosing Party and provide a reasonable opportunity for the Disclosing Party to object to, seek protective relief from, or otherwise limit such disclosure.

27.2 Limitations on Confidentiality.

The obligation of the Receiving Party with respect to any specific Confidential Information of the Disclosing Party shall terminate when the Confidential Information of the Disclosing Party: (1) is already known to the Receiving Party at the time it is disclosed to the Receiving Party; (2) is generally known, or becomes generally known to the public through no wrongful act of the Receiving Party; (3) has been rightfully received by the Receiving Party from a third party without restriction on disclosure and without breach of an obligation of confidentiality on the part of the Receiving Party; or (4) is independently developed by the Receiving Party without use of the Confidential Information of the Disclosing Party.

27.3 Mandatory Disclosure.

In the event that the Receiving Party or its officers, directors, employees, agents, or representatives are requested or required by legal process to disclose any of the Confidential Information of the Disclosing Party, the Receiving Party shall give prompt notice to the Disclosing Party (unless otherwise prohibited by law) so that the Disclosing Party may seek a protective order or other appropriate relief. In the event that such protective order is not obtained, the Receiving Party shall disclose only that portion of the Confidential Information of the Disclosing Party that is required to be disclosed.

27.4 Ownership of Confidential Information.

All Confidential Information of the Disclosing Party remains the property of the Disclosing Party. Nothing in this Agreement is intended to grant or imply any rights to either Party under any patent, copyright, trade secret, or other intellectual property right, nor shall this Agreement grant either Party any rights in or to the other Party's Confidential Information, except for the limited right to review and use such Confidential Information solely for the purposes of the Business Goal.

27.5 No Warranty.

All information is provided "AS IS," and without any warranty, whether express or implied, as to its accuracy, completeness, or performance. The Disclosing Party shall have no liability to the Receiving Party relating to or arising from the Receiving Party's use of the Confidential Information of the Disclosing Party.

27.6 Return of Documents.

Within ten (10) business days of receipt of written request by the Disclosing Party, the Receiving Party will return to the Disclosing Party or destroy all documents, records, and copies (including electronic copies) thereof containing Confidential Information of the Disclosing Party. For purposes of this section, the term "documents" includes all information fixed in any tangible or electronic medium of expression, in whatever form or format. Any document, record, or copy containing Confidential Information of the Disclosing Party electronically stored upon media owned by Receiving Party and which media the Receiving Party does not desire to return or transfer to Disclosing Party upon its obligation to return such Confidential Information of the Disclosing Party, shall be irretrievably deleted, erased, or otherwise destroyed by the Receiving Party. The Receiving Party shall delete, erase, or destroy such electronic documents, records, or copies within the ten (10) business days after receipt of the written request by the Disclosing Party. Upon the written request of the Disclosing Party, the Receiving Party shall certify in writing by an authorized officer of the Receiving Party that the Receiving Party has complied with this section.

27.7 Equitable Relief.

Each Party hereby acknowledges that unauthorized disclosure or use of Confidential Information of the Disclosing Party may cause irreparable injury. Accordingly, each Party agrees that the other shall be entitled to seek immediate injunctive relief to enforce obligations under this Agreement, in addition to any other rights and remedies it may have without posting bond or proving irreparable injury.

27.8 Confidentiality Term.

This mutual confidentiality and all obligations hereunder shall terminate three (3) years after the date of this Agreement.

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement on the date shown below and in acknowledgement of the effective date referenced above.

ACCEPTED:
Garner Environmental Services, Inc.

Authorized Signature: _____

Printed Name: Danny Maldonado

Title: Executive Vice President

Date: _____

ACCEPTED:
The City of Montpelier

Authorized Signature: _____

Printed Name: _____

Title: _____

Date: _____

Exhibit A

The following is a proposed scope of services for on-call disaster recovery, mitigation, and grant management technical assistance. The City of Montpelier, a municipal corporate (the “City”) may authorize some or all services through individual task orders. Each task order will identify the work to be performed by Garner Environmental Services, Inc. (“Consultant”) including: deliverables, schedule, staffing assumptions, and not-to-exceed budget.

A. Program Management and City Coordination

1. Provide on-call technical assistance to the City related to current and future disaster recovery, mitigation, and resilience funding programs.
2. Participate in kickoff meetings, recurring coordination meetings, project status meetings, and meetings with FEMA, the State of Vermont, Vermont Emergency Management, and other funding or regulatory agencies, as requested.
3. Develop work plans, task order scopes, schedules, staffing plans, status reports, and action trackers for authorized assignments.
4. Coordinate with City departments, consultants, engineers, contractors, insurance representatives, and funding agency representatives to support eligible, reimbursable, and compliant recovery work.

B. FEMA Public Assistance Grant Management

1. Support FEMA Public Assistance project formulation, damage inventory development, project worksheet development, eligibility strategy, scope of work development, cost estimating, documentation, and obligation support.
2. Assist the City with FEMA Grants Portal and/or other required systems, including document upload, correspondence tracking, project status monitoring, and development of project files.
3. Review damages, scopes, estimates, invoices, force account labor, force account equipment, materials, contracts, procurement records, insurance information, environmental and historic preservation information, and other documentation needed to support reimbursement.
4. Assist with FEMA policy interpretation, eligibility questions, requests for information, damage descriptions and dimensions, hazard mitigation opportunities under Section 406, improved or alternate project considerations, time extension requests, version requests, and closeout packages.
5. Support the City in preparing for and responding to monitoring, audits, state or FEMA documentation requests, and closeout reviews.

C. Hazard Mitigation and Resilience Funding Support

1. Identify and evaluate potential hazard mitigation and resilience funding opportunities, including FEMA HMA programs such as HMGP, BRIC, FMA, and PDMC, as well as other federal, state, or philanthropic funding sources that may be applicable to City recovery and mitigation priorities.
2. Assist with development of hazard mitigation concepts, eligibility reviews, scopes of work, schedules, budgets, benefit-cost analysis inputs, alternatives analysis, and application narratives.
3. Support coordination between FEMA PA repair/replacement work and mitigation funding opportunities to maximize recovery outcomes while maintaining funding compliance.
4. Assist with environmental and historic preservation documentation, permits, and agency coordination associated with recovery or mitigation funding applications, as requested.

D. Financial, Reimbursement, and Compliance Support

1. Assist the City in developing and maintaining audit-ready files, reimbursement packages, cost tracking tools, source documentation, and financial reconciliation processes.
2. Provide guidance on federal grant compliance requirements, including procurement documentation, cost reasonableness, duplication of benefits, insurance reductions, record retention, and applicable contract provisions.
3. Support development or review of procurement documents, bid packages, contract language, and grant-funded procurement procedures for consistency with City requirements and applicable federal procurement standards.
4. Assist with preparation of appeals, arbitration support materials, reconsideration requests, or other

funding dispute documentation, if requested.

5. Assist with compiling and submitting in-house staff time reimbursement requests.

E. Disaster Readiness and Future Event Support

1. Advise the City on documentation practices, procurement readiness, project file organization, and other steps that can improve the City's ability to receive and retain federal and state disaster assistance following future events.
2. Provide staff training or templates related to FEMA documentation, Grants Portal use, cost tracking, procurement compliance, or disaster recovery project management, as requested by the City.
3. Support rapid post-event damage documentation, eligibility screening, applicant briefing preparation, and funding strategy immediately following future disasters, subject to task order authorization.
4. Be available to support the City through the initial recovery process to include predeclaration guidance, Emergency Operations Center (EOC) recovery technical assistance and staffing support, Initial and Preliminary Damage Assessment (IDA/PDA) support, and FEMA Joint Field Office (JFO) operation support.

F. Staff Augmentation, Technical Advisory Support, and Meeting Participation

The Consultant may be requested to provide staff augmentation and technical advisory support to assist the City with disaster recovery, FEMA Public Assistance, Hazard Mitigation Assistance, and related federal or state recovery and mitigation programs. Services may include participation in meetings, calls, site visits, applicant briefings, recovery scoping meetings, FEMA/state coordination meetings, internal City strategy sessions, and other technical discussions where the Consultant's role is to advise, interpret program requirements, identify issues, support decision-making, or provide subject matter expertise.

G. Deliverables

Deliverables may include, but are not limited to, written work plans; task order scopes; meeting agendas and summaries; documentation checklists; project worksheets or project worksheet inputs; eligibility memoranda; FEMA Grants Portal documentation; reimbursement packages; cost estimates; BCA support materials; grant applications; procurement or contract compliance reviews; appeals or closeout packages; training materials; and monthly progress reports. For advisory support, meeting participation, and similar technical assistance tasks, the deliverable may consist of attendance, participation, verbal guidance, and invoice-level documentation of services performed.

H. Task Order Process

Following execution of the master services agreement, the City may request written task order proposals for specific assignments. Each task order shall include a scope of services, deliverables, schedule, key personnel, assumptions, and a not-to-exceed fee. The City reserves the right to negotiate all task orders and no work shall proceed until authorized in writing by the City.

Exhibit B

Pricing

Below is Garner's complete rate sheet, including fully loaded hourly rates for all labor categories, as well as reimbursable expense assumptions, and any applicable subcontractor rates or markups. Garner proposes no rate escalation during the initial three-year contract term. Any escalation applicable to the optional extension periods would be submitted for the City's review and incorporated only upon the City's approval.

Rates do not include travel. Travel costs incurred will be reimbursed based on actual costs in accordance with applicable federal travel regulations including the General Services Administration (GSA) Federal Travel Regulation (FTR). Reimbursement shall not exceed current federal per diem rates for lodging, meals, transportation, and incidental expenses (M&IE).

Labor Category	Fully Burdened Rate
Executive Recovery Advisor / Program Director	\$210.00
Program Manager	\$190.00
FEMA Public Assistance Project Manager	\$175.00
FEMA Public Assistance Specialist	\$180.00
Hazard Mitigation & Resilience Specialist	\$170.00
Benefit-Cost Analysis (BCA) Specialist	\$165.00
Engineering & Cost Estimating Specialist (CEF)	\$175.00
Environmental & Historic Preservation (EHP) Specialist	\$120.00
Procurement & Grants Compliance Specialist	\$155.00
Financial Grants Compliance Specialist	\$165.00
Appeals & Policy Specialist	\$180.00
Community Resilience & Recovery Advisor	\$175.00
Response and Readiness Training Specialist	\$165.00
Data & Systems Specialist	\$80.00
Project Coordinator / Administrative Specialist	\$75.00

Exhibit C Federal Terms and Conditions for Federally Funded Task Orders

2 CFR 200 Appendix II Standard Contract Provisions

In addition to other provisions required by the Federal agency or non-Federal entity, all contracts made by the non-Federal entity under the Federal award must contain provisions covering the following, as applicable. These requirements shall apply only when required by the federal statute, program, award, or Task Order funding the applicable work. Where applicable, Contractor and its subcontractors shall comply with the following provisions.

- (A) Compliance with Federal Law, Regulations, and Executive Orders - This is an acknowledgement that FEMA financial assistance will be used to fund all or a portion of the Contract. Contractor will comply with all applicable Federal law, regulations, executive orders, FEMA policies, procedures, and directives.
- (B) Changes - Contractor shall seek approval from the City before altering the method, price, or schedule of the work performed. Failure to get the required change approval from the City could jeopardize the use of federal funding and may result in a contract breach by the Contractor.
- (C) Equal Employment Opportunity. Except as otherwise provided under 41 CFR Part 60, all contracts that meet the definition of “federally assisted construction contract” in 41 CFR Part 60-1.3 must include the equal opportunity clause provided under 41 CFR 60-1.4(b), in accordance with Executive Order 11246, “Equal Employment Opportunity” (30 FR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, “Amending Executive Order 11246 Relating to Equal Employment Opportunity,” and implementing regulations at 41 CFR part 60, “Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor.” These requirements shall apply only when required by the federal statute, program, award, or Task Order funding the applicable work. Where applicable, Contractor and its subcontractors shall comply with the applicable regulation.
- (D) Davis-Bacon Act, as amended (40 U.S.C. 3141-3148) and Copeland “Anti-Kickback” Act (40 U.S.C. 3145) - When required by Federal program legislation, all prime construction contracts in excess of \$2,000 awarded by non-Federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, “Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction”). In accordance with the statute, Contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency. The contracts must also include a provision for compliance with the Copeland “Anti-Kickback” Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, “Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States”). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency. These requirements shall apply only when required by the federal statute, program, award, or Task Order funding the applicable work. Where applicable, Contractor and its subcontractors shall comply with the applicable wage determination and labor standards incorporated into the Task Order.
- (E) Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708). Where applicable, all contracts awarded by the non-Federal entity in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is

compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence. These requirements shall apply only when required by the federal statute, program, award, or Task Order funding the applicable work. Where applicable, Contractor and its subcontractors shall comply with the applicable wage determination and labor standards incorporated into the Task Order.

- (F) Rights to Inventions Made Under a Contract or Agreement. If the Federal award meets the definition of “funding agreement” under 37 CFR § 401.2 (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that “funding agreement,” the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,” and any implementing regulations issued by the awarding agency.
- (G) Clean Air Act (42 U.S.C. 7401-7671q.) - If the contract value is over \$150,000, the Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq. The Contractor agrees to report each violation to the City and understands and agrees that the City will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office. The Contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with federal assistance provided by FEMA.
- (H) Federal Water Pollution Control Act (33 U.S.C. 1251-1387) - If the contract value is over \$150,000, the Contractor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. § 1251 et seq. The Contractor agrees to report each violation to the City and understands and agrees that the City will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office. The Contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with federal assistance provided by FEMA.
- (I) Debarment and Suspension (Executive Orders 12549 and 12689)— If the contract value is over \$25,000, the contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such, the Contractor certifies that none of the Contractor’s principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935). Contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into. This certification is a material representation of fact relied upon by the City. If it is later determined that the Contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to the City, the Federal Government may pursue available remedies, including but not limited to, suspension and/or debarment. The bidder or proposer agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.
- (J) Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)—Contractors that apply or bid for an award exceeding \$100,000 must file the required certification (see attached certifications). Each tier certifies to the tier above that it will not, and has not, used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award.

Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certification(s) to the awarding agency.

- (K) Procurement of Recovered Materials (42 U.S.C. §6962) These requirements shall apply only when required by the federal statute, program, award, or Task Order funding the applicable work. Where applicable, Contractor and its subcontractors shall comply with the requirements of the regulation. See § 200.323.
- (L) Domestic Preferences for Procurement 2 C.F.R. § 200.322. - These requirements shall apply only when required by the federal statute, program, award, or Task Order funding the applicable work. Where applicable, Contractor and its subcontractors shall comply with the requirements of the regulation.
- (M) Seals and Logos - Contractor must obtain written permission from DHS prior to using the DHS seals, logos, crests, or reproductions of flags, or likenesses of DHS agency officials. This includes use of DHS component (e.g., FEMA, CISA, etc.) seals, logos, crests, or reproductions of flags, or likenesses of component officials.
- (N) Access to Records - The Contractor agrees to provide the City, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions for the term of this Agreement and for three (3) years thereafter or for any period required by law for inspection by any authorized representatives of the State or Federal Government. The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed. The Contractor agrees to provide the FEMA Administrator or his authorized representatives access to construction or other work sites pertaining to the work being completed under the contract.
- (O) No Obligation by Federal Government - The Federal Government is not a party to this Agreement and is not subject to any obligations or liabilities to the City, Contractor, or any other party pertaining to any matter resulting from the Agreement.
- (P) Program Fraud or False or Fraudulent Statements or Related Acts - The Contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the Contractor's actions pertaining to this contract.
- (Q) Prohibition on Contracting for Covered Telecommunications Equipment or Services
 - a. Definitions. As used in this clause, the terms backhaul; covered foreign country; covered telecommunications equipment or services; interconnection arrangements; roaming; substantial or essential component; and telecommunications equipment or services have the meaning as defined in FEMA Policy 405-143-1, Prohibitions on Expending FEMA Award Funds for Covered Telecommunications Equipment or Services (Interim), as used in this clause.
 - b. Prohibitions.
 - i. Section 889(b) of the John S. McCain National Defense Authorization Act for Fiscal Year 2019, Pub. L. No. 115-232, and 2 C.F.R. § 200.216 prohibit the head of an executive agency on or after Aug.13, 2020, from obligating or expending grant, cooperative agreement, loan, or loan guarantee funds on certain telecommunications products or from certain entities for national security reasons.
 - ii. Unless an exception in paragraph (c) of this clause applies, the contractor and its subcontractors may not use grant, cooperative agreement, loan, or loan guarantee funds from the Federal Emergency Management Agency to:
 - 1. Procure or obtain any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of any system;
 - 2. Enter into, extend, or renew a contract to procure or obtain any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any s system, or as critical technology of any system;
 - 3. Enter into, extend, or renew contracts with entities that use covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system; or

4. Provide, as part of its performance of this contract, subcontract, or other contractual instrument, any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system.
- c. Exceptions.
- i. This clause does not prohibit contractors from providing—
 1. A service that connects to the facilities of a third-party, such as backhaul, roaming, or interconnection arrangements; or
 2. Telecommunications equipment that cannot route or redirect user data traffic or permit visibility into any user data or packets that such equipment transmits or otherwise handles.
 - ii. By necessary implication and regulation, the prohibitions also do not apply to:
 1. Covered telecommunications equipment or services that:
 2. Are not used as a substantial or essential component of any system; and
 3. Are not used as critical technology of any system.
 4. Other telecommunications equipment or services that are not considered covered telecommunications equipment or services.
- d. Reporting Requirement.
- i. In the event the contractor identifies covered telecommunications equipment or services used as a substantial or essential component of any system, or as critical technology as part of any system, during contract performance, or the contractor is notified of such by a subcontractor at any tier or by any other source, the contractor shall report the information in paragraph (d)(2) of this clause to the recipient or subrecipient, unless elsewhere in this contract are established procedures for reporting the information.
 - ii. The Contractor shall report the following information pursuant to paragraph (d)(1) of this clause:
 1. Within one business day from the date of such identification or notification: The contract number; the order number(s), if applicable; supplier name; supplier unique entity identifier (if known); supplier Commercial and Government Entity (CAGE) code (if known); brand; model number (original equipment manufacturer number, manufacturer part number, or wholesaler number); item description; and any readily available information about mitigation actions undertaken or recommended.
 2. Within 10 business days of submitting the information in paragraph (d)(2)(i) of this clause: Any further available information about mitigation actions undertaken or recommended. In addition, the contractor shall describe the efforts it undertook to prevent use or submission of covered telecommunications equipment or services, and any additional efforts that will be incorporated to prevent future use or submission of covered telecommunications equipment or services.
- e. Subcontracts. The Contractor shall insert the substance of this clause, including this paragraph (e), in all subcontracts and other contractual instruments.



Plan. Prepare. Respond. Recover.

CITY OF MONTPELIER

DEPARTMENT OF PUBLIC WORKS

Disaster Recovery and Mitigation Technical Assistance

Garner Environmental Services, Inc.

952 Echo Lane, Suite 400, Houston, Texas 77024

Main Point of Contact

Caitlin Ringwood

Director of Recovery + Resiliency

P: (315) 952-6915

F: (281) 478-0296

CRingwood@Garner-es.com

24/7 Emergency Response Hotline:

1.800.4.GARNER

Company E-mail: Admin@Garner-es.com

Website: www.Garner-es.com

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Cover Letter / Executive Summary

July 21, 2026

City of Montpelier, Public Works Department
Attn: Kurt Motyka
783 Dog River Road
Montpelier, VT 05602

Re: Proposal for Disaster Recovery and Mitigation Technical Assistance

Dear Mr. Motyka and Members of the Evaluation Committee,

Garner Environmental Services, Inc. (Garner) is pleased to submit this proposal in response to the City of Montpelier's Request for Proposals for Disaster Recovery and Mitigation Technical Assistance. We appreciate the opportunity to support the City as it continues recovering from the July 2023 flooding event (FEMA DR-4720-VT) while strengthening its long-term resilience through strategic disaster recovery, hazard mitigation, and infrastructure investment.

Founded in 1980 and headquartered in Houston, Texas, Garner is an S-Corporation located at 952 Echo Lane, Suite 400, Houston, Texas 77024. Garner is a nationally recognized emergency management, disaster recovery, and environmental services consulting firm with more than 45 years of operational experience supporting public-sector clients across the United States and internationally. Garner delivers rapid, compliant, and scalable solutions across preparedness, response, recovery, and mitigation and has grown from a response-focused contractor into a fully integrated recovery and resiliency partner.

We understand that the City's recovery effort requires sustained technical support that can adapt as projects, funding opportunities, and priorities evolve. The City needs a partner that can coordinate recovery strategy, engineering, grant administration, financial management, mitigation planning, and regulatory compliance within a single, integrated program.

Collectively, Garner personnel have managed billions of dollars in federal disaster funding, supported recovery efforts following more than 200 federally declared disasters, and guided communities through every phase of the FEMA Public Assistance (PA) and Hazard Mitigation Assistance (HMA) programs. This experience includes leadership of the \$14.9 billion Superstorm Sandy Public Assistance Program, oversight of more than 4,700 Public Assistance projects, administration of over \$19 billion in FEMA grant funding, development of more than 1,250 Public Assistance projects representing more than \$1.1 billion in eligible funding, and successful delivery of recovery and resilience initiatives for municipalities, utilities, public authorities, healthcare systems, and other public-sector organizations.

Our team has extensive experience developing grant applications and administering FEMA HMA programs, including Hazard Mitigation Grant Program (HMGP), Building Resilient Infrastructure and Communities (BRIC), Flood Mitigation Assistance (FMA), and Pre-Disaster Mitigation (PDM). Collectively, our personnel have managed approximately \$740 million in HMGP funding, secured hundreds of millions of dollars in mitigation investments, developed nationally competitive BRIC applications, prepared Benefit-Cost Analyses, integrated Section 406 mitigation into Public Assistance

projects, and helped communities implement projects that reduce future flood risk while maximizing available federal funding.

To best address the City's needs, we have assembled an experienced team that also includes our Vermont-based women-owned partner, Grant Rite Management Corporation, and APTIM Environmental & Infrastructure, LLC bringing together Garner's nationally recognized FEMA PA and Hazard Mitigation expertise with deep knowledge of Vermont's municipal operations, regulatory environment, and resilience priorities.

Statement of Understanding

Garner's project team understands that the City is seeking a trusted partner that can help the recovery from today's disasters while strengthening its resilience for the future. As Vermont communities continue to experience more frequent and severe flooding, successful recovery depends on more than securing funding. It requires practical guidance, experienced technical professionals, and a team that understands both the complexities of federal disaster programs and the realities of managing recovery with limited local resources. Our team combines national disaster recovery experience with expert knowledge of Vermont communities to provide the additional capacity and technical expertise the City needs to keep recovery moving.

Our experience spans some of the nation's largest and most complex disaster recovery programs. We have helped public-sector clients secure and manage billions of dollars in federal funding, develop thousands of FEMA PA projects, and resolve complex eligibility, compliance, and reimbursement issues across hurricanes, floods, severe storms, and other disasters. Just as importantly, we understand how to translate that experience into practical solutions for a community like the City; developing realistic recovery strategies, identifying potential issues early, and helping projects move from formulation through closeout without unnecessary delays.

Our Vermont-based professionals have spent decades working alongside municipalities, regional organizations, and state agencies on resilience planning, hazard mitigation, community development, and public policy. Those relationships, combined with firsthand knowledge of Vermont's regulatory and municipal environment, allow us to align federal funding requirements with local priorities while supporting projects that reflect the City's strategic recovery objectives.

Our approach is built around working alongside City staff, not outside of them. We recognize that the City is managing an active recovery program with limited internal bandwidth, and our project team's role is to provide subject matter experts who can immediately contribute where they are needed most. Whether assisting with FEMA project development, organizing recovery documentation, preparing reimbursement requests, supporting procurement activities, coordinating with FEMA and Vermont Emergency Management, or participating in project meetings, our team integrates into the City's existing operations and provides practical, day-to-day technical assistance. We focus on reducing administrative burden, keeping projects moving, and transferring knowledge that strengthens the City's future response and recovery readiness.

Recovery priorities can change quickly, particularly following future disaster events. One of the reasons clients continue to partner with Garner is our responsiveness. When additional capacity is needed, we move quickly to put experienced professionals in place without sacrificing continuity or quality. Backed by more than 45 years of emergency management and disaster recovery experience, we can rapidly scale support- from specialized technical advisors to embedded recovery staff- to help the City maintain

momentum during periods of increased workload. This ability to respond quickly has become a hallmark of our approach, allowing clients to maintain continuity during critical phases of recovery while avoiding the delays that often accompany staffing transitions.

Finally, we believe recovery and mitigation should be managed together rather than as separate efforts. As projects move through design, construction, and reimbursement, we work with clients to identify Section 406 mitigation opportunities, evaluate HMA funding, and position infrastructure improvements to reduce future risk. This integrated approach helps communities maximize available funding while making recovery investments that strengthen resilience over the long term.

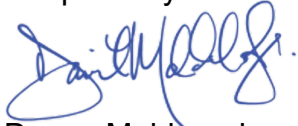
Our commitment is to provide responsive technical assistance, scalable support when needed, and practical guidance that helps the City recover efficiently while building long-term resilience.

This proposal is submitted in full accordance with the requirements of the RFP and shall remain valid for sixty (60) calendar days following the proposal due date. Garner will be able to enter into the Standard Form Contract provided as Attachment A. Garner further acknowledges receipt of Addendum #1, dated July 14, 2026, including the Standard State Provisions for Contracts and Grants dated February 13, 2026, incorporated therein, and this proposal reflects full knowledge of all clarifications and supplemental information provided. Garner Environmental Services, Inc. is registered with the Vermont Secretary of State's Office to do business in the State of Vermont.

As Executive Vice President of Garner Environmental Services, I, Danny Maldonado, am authorized to contractually obligate Garner. Caitlin Ringwood, Director of Recovery + Resiliency, will serve as the primary contact for all technical inquiries. She is available at cringwood@garner-es.com or (315) 952-6915.

Upon receipt of a Notice to Proceed (NTP), our team is prepared to mobilize qualified personnel immediately, with an on-site presence in the City of Montpelier within hours of notification of a disaster event. Thank you for your consideration.

Respectfully Submitted,



Danny Maldonado
Executive Vice President, Garner Environmental Services, Inc.
Info@garner-es.com | 800-442-7637



FIRM QUALIFICATIONS & RELEVANT EXPERIENCE

Firm Qualifications and Relevant Experience

Our Team

Garner has more than 45 years of experience helping public sector clients prepare for, respond to, recover from, and mitigate the impacts of disasters. Our Recovery + Resiliency Division specializes in FEMA PA, HMA, grants management, compliance, and recovery program implementation.

Garner's practitioners have managed or supported more than \$1 billion in FEMA PA funding across more than 20 federally declared disasters. Our experience spans project formulation, cost eligibility, financial reconciliation, insurance coordination, Section 406 mitigation, Direct Administrative Costs (DAC), audit support, and project closeout. Our team includes certified grants professionals, CPAs, engineers, cost estimators, and senior emergency management practitioners who work alongside clients to keep projects moving and funding on track.

Garner is joined by Grant Rite Management Corporation, a Vermont-based, woman-owned small business, and APTIM Environmental & Infrastructure, LLC, national leading disaster recovery and resilience firms. Together, we provide the City of Montpelier with a team that combines local knowledge, FEMA grant expertise, engineering support, and large-scale recovery program experience.

Local Insight

A defining strength of our team is Karen Horn of Grant Rite Management. Ms. Horn is one of Vermont's most respected municipal leaders, bringing more than 40 years of experience helping communities navigate state policy, funding programs, and municipal operations.

For 36 years, Ms. Horn served as Director of Advocacy and Public Policy for the Vermont League of Cities and Towns (VLCT), representing every municipality in Vermont before the Legislature, state agencies, and Vermont's Congressional Delegation. She helped shape statewide policy related to climate resilience, hazard mitigation, emergency management, housing, transportation, land use, and municipal governance, giving her an unmatched understanding of how Vermont communities operate.

Today, Ms. Horn continues to advise municipalities on disaster recovery, hazard mitigation, resilience planning, and grant-funded infrastructure projects. She remains active on the Vermont Climate Council's Rural Resilience and Adaptation Taskforce, chairs the Moretown Planning Commission, and serves on the Moretown Local Hazard Mitigation Plan Committee. Her longstanding relationships with municipalities, regional planning organizations, and state agencies help ensure our recommendations are practical, implementable, and aligned with Vermont's priorities.

Complementing Grant Rite's deep Vermont relationships, APTIM brings direct operational experience supporting recovery efforts following Vermont's July 2023 flooding (DR-4720-VT). Under FEMA's Direct Housing Mission, APTIM provided engineering, site development, and temporary housing support to rapidly establish housing for displaced residents. The team designed and developed a fully compliant group housing site, coordinated environmental reviews and permitting, managed site preparation and utility installation, and supported the haul, installation, maintenance, and eventual deactivation of temporary housing units. This work required close coordination with FEMA, state agencies, local officials, and utility providers while navigating the unique logistical and regulatory challenges of recovery in Vermont.

Together, these perspectives combine statewide municipal knowledge with hands-on disaster recovery implementation. Ms. Horn's longstanding relationships with municipalities, regional planning organizations, and state agencies, paired with APTIM's recent on the ground experience supporting FEMA's Vermont recovery mission, help ensure our recommendations are practical, implementable, and aligned with the needs and priorities of Vermont communities.

National Experience, Complementary Expertise

Grant Rite complements Garner's FEMA recovery experience with seasoned expertise in HMA programs, including HMGP, BRIC, FMA, and PDM. The firm has helped public-sector clients secure and administer hundreds of millions of dollars in grant funding while guiding communities through FEMA requirements under 44 CFR and 2 CFR Part 200. Grant Rite also supports multi-jurisdictional resilience initiatives, mitigation planning, and the development of competitive grant applications that reduce long-term flood risk.

APTIM adds extensive experience managing large, complex recovery and resilience programs across multiple federal funding sources. The firm has overseen grant management and program delivery for the New York City Housing Authority's Hurricane Sandy recovery, supporting more than \$30 billion in recovery funding, and has helped the Port Authority of New York and New Jersey secure and manage approximately \$1 billion in FEMA PA, HMGP, and BRIC funding. APTIM also brings specialized capabilities in procurement compliance, engineering coordination, infrastructure resilience, financial management, and audit readiness that strengthen our team's ability to support complex capital recovery projects.

Together, Garner, Grant Rite, and APTIM provide the City with an integrated team capable of supporting every phase of recovery- from FEMA PA project development and grant administration to hazard mitigation, resilience planning, infrastructure implementation, and project closeout. Each firm brings a distinct strength: Garner provides day-to-day recovery management and FEMA expertise; Grant Rite contributes trusted Vermont leadership and local relationships; and APTIM offers nationally recognized experience delivering complex infrastructure and resilience programs. The result is a team that can help Montpelier recover efficiently while positioning the City for future resilience.

Relevant Experience and References

Garner's past performance record reflects over 30 years of activated disaster response operations across the United States. The projects below represent a selection of recent, relevant engagements that directly demonstrate Garner's capacity to perform the full scope of services required under the City's RFP, as well as the capabilities of our teaming partners, Grant Rite and APTIM:



DR-4720-VT

Severe Storms & Flooding
July 2023

PROVEN EXPERIENCE IN VERMONT

FEMA Direct Housing Mission: Vermont Floods

Following the July 2023 severe storms and flooding, APTIM delivered full-lifecycle support for FEMA's Temporary Transportable Housing Unit (TTHU) mission: site evaluation, environmental coordination, engineering design, haul and installation, maintenance, and deactivation, restoring safe temporary housing for Vermont communities from August through December 2023.

20,000+

TTHUs supported: haul, install, maintenance & deactivation

~33 MHUs

Compliant group housing site designed & constructed

5 months

Rapid mobilization through mission completion

Town of Waterbury, VT (Grant Rite)

FY 2025 HUD CDBG-DR Grant Applications, \$4M grant award

Client	Town of Waterbury
Period of Performance	2025 – Present
Grants Totaling	\$4M
Client Contact	Dana Allen, Flood Grants Management Contractor 28 North Main Street, Waterbury, Vermont 05676 dana@fluidstateconsulting.com (802) 999-9762

Project Narrative

Grant Rite was contracted to provide Grant Consulting Services for FY 2025 HUD Community Development Block Grant Disaster Recovery (CDBG-DR) grant applications. As part of our commitment to supporting community hazard mitigation initiatives, we partnered with the Town of Waterbury on a pro bono basis to deliver comprehensive CDBG-DR application services.

Services include extensive data and situation analysis, dynamic visioning, creative problem-solving, community engagement and participatory processes.

- Implementation Grant (Mitigation) for a multi-million-dollar flood mitigation and resiliency project in response to catastrophic flooding to Waterbury's downtown, commercial district, and State office complex caused by multiple severe storms (DR4022-VT, DR4720-VT, DR4826-VT)

- Planning Grant (Housing) for a multi-million-dollar housing development to address the Town's urgent need for additional affordable housing for vulnerable populations.

Grant Rite assisted the Town in developing work plans and timelines, preparing project proposals, and compiling required supporting documentation and attachments. Services also included writing and editing narratives; providing guidance and interpretation of HUD CDBG-DR regulations and requirements; and conducting quality assurance reviews of application packages to ensure 100% compliance with all administrative and programmatic requirements.

NYS Division of Homeland Security & Emergency Services (NYS DHSES) - Technical Assistance & Executive Support (Garner)

Public Assistance Technical Assistance Support - Hurricane Sandy (DR-4085) & COVID-19 (DR-4480)

Client	NYS Division of Homeland Security & Emergency Services (NYS DHSES), as subcontractor to Tidal Basin
Period of Performance	2026 – Present
Supported Program Value	\$20,000,000,000+ - Hurricane Sandy (DR-4085): \$16,000,000,000+ across 4,700 projects; COVID-19 Pandemic (DR-4480): \$4,000,000,000 across 92 projects
Client Contact	Joseph Collorafi, Director of Disaster Recovery Programs NYS Division of Homeland Security & Emergency Services 11 British American Blvd 2nd floor, Latham NY 12110 Joseph.Collorafi@dhses.ny.gov (518) 956-2366

Project Narrative

Garner provides executive program support to NYS DHSES for disaster recovery programs related to Hurricane Sandy and the COVID-19 Pandemic- a combined portfolio exceeding \$20 billion in federal recovery funding. Garner staff coordinate with state, local, and federal leaders, deliver timely policy advice to DHSES leadership, and manage DHSES staffing for contracted field operations in support of mission performance.

Garner's technical work includes review of Section 428 Public Assistance Alternative Procedures (PAAP) scope-of-work alteration requests and incremental reimbursement requests, along with active progress monitoring of Nassau County's Bay Park wastewater treatment plant grant application- a single project totaling \$810 million.

Scope of Services

- Executive lead and interagency coordination
- Policy advice and guidance to state leadership
- Staffing management and field operations support
- Section 428 PAAP scope-of-work alteration and reimbursement request review
- Project monitoring and progress tracking

Key Challenges

- Managing large-scale disaster recoveries across multiple programs, jurisdictions, and funding sources

- Ensuring policy alignment, compliance, and timely guidance across complex, evolving requirements
- Maintaining oversight of high-value infrastructure projects with extensive change and reimbursement activity

Key Results and Outcomes

- Executive leadership and coordination across a \$20B+ disaster recovery portfolio spanning two federally declared disasters
- Timely, accurate policy guidance delivered to DHSES executive leadership, supporting consistent statewide program administration
- Section 428 PAAP alteration and incremental reimbursement reviews completed to keep high-value projects advancing toward closeout
- Continuous progress monitoring of the \$810M Nassau County Bay Park wastewater treatment plant application, one of the largest single PA projects in the Sandy portfolio

Port Authority of New York and New Jersey (APTIM)

FEMA PA, HMGP, BRIC Programs

Client	Port Authority of New York and New Jersey (PANYNJ)
Period of Performance	July 2015 – Present
Contract Value	\$1B
Client Contact	Atef Ahmed, Senior Program Manager, Storm Mitigation and Resilience, Office of the Chief Financial Officer aahmed@panynj.gov (212) 435-4271

Project Narrative

APTIM has provided support to PANYNJ for the following disasters: New York / New Jersey Remnants of Hurricane Ida; New York / New Jersey Tropical Storm Isaias; New York / New Jersey COVID-19 Pandemic; New York / New Jersey Hurricane Sandy.

Scope of Services

APTIM has assisted the PANYNJ in securing approximately \$1 billion in federal funding from FEMA's PA, HMGP, and BRIC programs. The team provided specific guidance for managing a significant number of FEMA Project Worksheets to ensure compliance with federal regulation and policies; in addition, the APTIM Team developed and implemented a customized grant management and financial system, enabling PANYNJ to efficiently track and manage grant activities, ensuring full compliance with federal regulations.

The APTIM Team provided expert advisory services, including policy guidance, procurement compliance, and audit preparation, which reduced risks and ensured compliance across all federally funded projects. APTIM assisted PANYNJ to strategically recover costs through FEMA's DAC Recovery, ensuring maximum eligible reimbursement and maintaining project-specific costs as close to 100% reimbursable as possible. The APTIM Team supported PANYNJ's SMRO by identifying and developing grant applications for funding under the Infrastructure Investment and Jobs Act, aligning proposed projects with eligible funding opportunities. The Team delivered a comprehensive closeout

process and checklist, resulting in timely and compliant project closeouts, with all documentation organized and prepared for potential state and federal audits.

Key Results

APTIM assisted PANYNJ in securing and managing approximately \$1 billion in federal funding from FEMA's PA, HMGP, and BRIC programs.

City of Jersey City, New Jersey (Grant Rite)

FY21 FEMA BRIC Grant – McGovern Park Resilience Project, \$5M grant award

Client	City of Jersey City, New Jersey
Period of Performance	2020 – Present (2020-2024: consecutive 1-year contracts; 2025 – Present: 1-year contract with three (3) 1-year options to renew)
Contract Value	\$2.3M
Client Contact	Mr. W. Greg Kierce, Director, Jersey City Office of Emergency Management & Homeland Security 280 Grove Street, Jersey City, NJ 07032 wkierce@njcps.org (210) 547-5681 Ms. Vivian Webb, Director, Division of Grant Administration 280 Grove Street, Jersey City, NJ 07032 vivianw@jcnj.org (201) 655-8527

Project Narrative

Grant Rite was contracted to provide Disaster Recovery & Grants Consulting services for all phases of disaster response and recovery for Superstorm Sandy legacy projects, Tropical Storm Ida and COVID-19, including FEMA PA claims preparation, processing, and closeout for all three disasters, as well as American Rescue Plan Act (ARPA) consulting and compliance and Hudson County Municipal CARES Act program claims preparation, processing, and closeout for COVID-19.

- **Superstorm Sandy (DR4086-NJ):** assisted the City with reconciliation and closeout of several legacy projects, including a large alternate project and creative resolution and completion of several complex hazard mitigation projects totaling +10M.
- **Tropical Storm Ida (DR4616-NJ):** prepared, submitted, and secured +\$10M in FEMA PA infrastructure repair/replacement and hazard mitigation projects.
- **COVID-19 (DR4488-NJ):** prepared and negotiated claims securing \$27.8M from the Hudson County Municipal CARES Act, +\$60M from FEMA PA, and assisted the City with eligibility, strategy and planning, and compliance reporting for its \$140M ARPA funding allocation.

Additionally, Grant Rite provides the City Grants Management Consulting for other local, state, and federal grant opportunities. They developed a Grants Manual outlining internal processes and procedures the City must follow with respect to all grant-related activities, from the application formulation phase through grant closeout. Grant Rite assisted the City in identifying and pursuing grant funding for various municipal projects and have helped the City secure and manage compliance of +\$235M in funding from CDBG-DR, CDBG, CSBG, UASI, BJA, DOJ, FEMA AFG, Fire Prevention & Safety, Port Security, and among dozens of other grant programs. Recently, Grant Rite assisted the City with bringing several, non-compliant, years-old competitive FEMA grant awards back into compliance based on a Corrective Action Plan that Grant Rite developed to address this specific hardship. They secured period of performance extensions, completed all delinquent mandatory

performance reports and financial reports, compiled project cost data and documentation, and prepared and submitted payment requests, while communicating multiple times per week with contacts from the various funding programs and providing regular status updates to Jersey City executive leadership team. Grant Rite's work has resulted in the City successfully securing full reimbursement for all work completed under the grant awards and the program suspensions which prohibited the City from applying for future grant funding have been lifted.

Scope of Services

Grant Rite helped developed the FEMA BRIC Grant application for the McGovern Park Resilience Project, a +\$5 million green infrastructure investment that transformed a low-lying, flood-prone park in Jersey City into a high-capacity stormwater park, substantially reducing flood risk for a disadvantaged community.

Using large underground precast storage beneath existing recreation fields, the project provides over 30,500 cubic feet of detention, mitigating all flooding up to the 25-year storm and reducing impacts from the 50- and 100-year events while preserving critical green/recreation space in a heavily urbanized area.

The project advances regional resilience priorities identified through the Resilient Northeastern NJ initiative and aligns with the Hudson County Hazard Mitigation Plan, Jersey City's Adaptation Master Plan, and the Jersey City Municipal Utilities Authority (JCMUA) Long-Term Control Plan to reduce combined sewer overflows and create multi-purpose resilience parks.

Key Results

BRIC grant funding was awarded. Grant Rite demonstrated the ability of working as a team to develop competitive, technically robust hazard mitigation project proposals that integrate risk reduction, regulatory alignment, and equity-focused outcomes.

Commonwealth of the Northern Mariana Islands (Garner)

Comprehensive Disaster Grants Support — Typhoon Soudelor (DR-4235) & Super Typhoon Sinlaku (DR-4910-MP)

Client	Commonwealth of the Northern Mariana Islands (CNMI)
Period of Performance	November 2025 – Present
Contract Value	\$5,700,000
Client Contact	Patrick Guerrero, Governor's Authorized Representative Office of the Governor Caller Box 10007, Capital Hill, Saipan, MP 96950 pguerrero@pa.gov.mp (670) 488-1900

Project Narrative

Garner provided specialized FEMA PA financial reconciliation, eligibility review, and appeals support for PW 37 (State Management Costs). Services included comprehensive validation of cost documentation; reconstruction of the Final Expenditures Report; and eligibility analysis of Contract Costs, Force Account Equipment (FAE), Rental Equipment, and Force Account Labor (FAL) in accordance with the Public Assistance Program and Policy Guide (PAPPG) and 2 CFR Part 200.

Garner conducted detailed file reviews of timesheets, payroll records, invoices, purchase orders, and proof of payment; standardized documentation; and prepared a complete, audit-ready appeal package for FEMA reassessment.

Scope of Services

- FEMA PA financial reconciliation
- Eligibility review and appeals support
- Force Account Labor validation
- Documentation reconstruction
- Audit-ready appeal package development

Key Challenges

- FEMA deobligated \$842,000 due to insufficient documentation and inability to reconcile submitted costs
- Missing and incomplete Force Account Labor data, including labor detail, time tracking, and supporting narratives
- Lack of fringe benefit calculations and inconsistent cost categorization across expenditures

Key Results and Outcomes

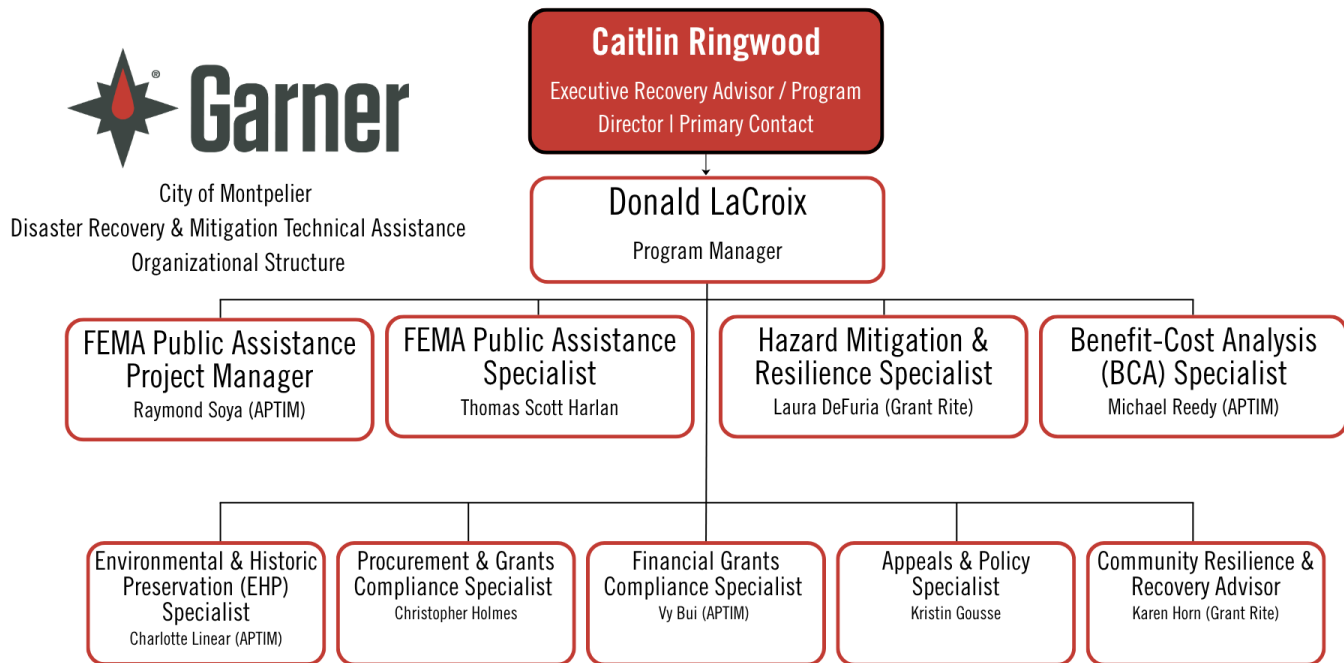
- Reconstructed and validated eligible costs across all categories, including Contract, FAE, and Rental Equipment, totaling \$271,507.74
- Identified and substantiated additional eligible Force Account Labor and fringe benefits, increasing validated FAL to \$541,359.12
- Developed a fully supported, audit-ready documentation package aligned with FEMA requirements
- Successfully resubmitted \$812,866.86 in eligible costs through the first appeal, positioning CNMI to recover the majority of previously deobligated funding

PROJECT TEAM & PERSONNEL



Project Team and Personnel

Garner has assembled a multidisciplinary team that includes two subconsultants-Vermont-based women-owned business Grant Rite Management Corporation, and APTIM Environmental & Infrastructure- creating a seamless blend of national disaster recovery expertise and local knowledge of Vermont's governmental, regulatory, and community resilience environment.



Key Personnel Bios

Caitlin Ringwood: Executive Recovery Advisor/Program Director (FEMA Public Assistance, Grants Management) | Primary Contact

As the Director of Recovery + Resiliency at Garner, Caitlin Ringwood will be actively engaged and is available for the duration of the project. The anticipated amount of time can be scaled to the needs of the City.

Ms. Ringwood is a management consulting professional with over 12 years of experience as a Senior Project Manager in Federal disaster recovery grant programs. She has demonstrated success in leading high-profile recovery and resiliency efforts, providing strategic advisory services to state and local governments, and optimizing Federal funding opportunities. Designated as the Executive Recovery Lead, she supported the New York State Division of Homeland and Emergency Services (NYS DHSES) in the program management and delivery of their Hurricane Sandy (DR-4085-NY) FEMA PA Recovery. She managed a team of over 45 consultants, overseeing staff augmentation activities, technical support services, and policy advising.

Ms. Ringwood also worked directly with the Division's Executive Leadership team, including the Governor's Executive Chamber, to provide strategic recommendations based on data collection and performance metrics to expedite closure of a \$14.9 billion disaster, participated in the development of disaster-specific guidance such as the 428 PAAP Pilot Program (428 PAAP) Closeout SOP with FEMA

Region II, and facilitated intergovernmental stakeholder coordination to expedite completion of resiliency work with multiple funding sources. Staff Availability: Full-time.

Donald LaCroix: Program Director (FEMA Public Assistance, Grant Management)

Donald LaCroix is one of the most credentialed FEMA PA technical specialists available for this engagement, bringing over 25 years of hands-on experience spanning project formulation, OIG audit defense, debris management, insurance coordination, and multi-disaster closeout. Mr. LaCroix served as a Closeout Specialist at FEMA Region IV, holding direct responsibility for program oversight and closeout of eight federally declared Florida disasters. He has managed portfolios overseeing \$19 billion in federal grants across DR-4085 and DR-4480. He is a Certified Grants Manager, licensed insurance adjuster, and debris and demolition specialist who reviewed more than 100 structures post-Hurricane Katrina, and is proficient in RS Means, PAAP, EMMIE, and NEMIS. Mr. LaCroix holds FEMA Certificates of Appreciation for Hurricane Sandy and Hurricane Katrina. Staff Availability: Part-time.

Raymond Soya (APTIM): Public Assistance Program Manager (Public Assistance, BRIC, resiliency, engineering)

Raymond Soya is a proven and dynamic leader with over 40 years of experience building consensus and advancing high-level strategies to guide corporate and governmental decision-making, with a strong focus on grants management and disaster recovery. He has an exceptional record of maximizing federal and state funding opportunities to achieve client objectives and milestones, having supported five large-scale disasters over the past 13 years. His disaster recovery expertise includes leading recovery efforts for Superstorm Sandy, Tropical Storm Isaias, the COVID-19 pandemic, Winter Storm Jonas, and Hurricane Ida.

Mr. Soya brings a unique perspective shaped by his diverse experience across both public and private sectors. This blended expertise enables clients to benefit from a comprehensive understanding of federal program requirements and strategic compliance practices. Leveraging his in-depth knowledge of 2 CFR and federal funding mechanisms, Mr. Soya helps clients maximize and retain funding in a fully compliant manner. His strategic, solutions-oriented approach to grants management ensures clarity from the outset, proactively identifies and mitigates risks, and promotes audit readiness through early documentation and transparent processes. Staff Availability: Full-time, Subconsultant.

Thomas Scott Harlan: FEMA Public Assistance Specialist (Public Assistance, Cost Estimating, 406 Hazard Mitigation, Debris)

Thomas Scott Harlan is a highly experienced Disaster Recovery Consultant with more than 20 years of work in FEMA PA grants management and catastrophe insurance adjusting for major natural events, including hurricanes, tornadoes, ice and windstorms, and an earthquake. He possesses deep expertise in the FEMA PAPPG and working knowledge of 44 CFR and 2 CFR Part 200. Over his career, Mr. Harlan has formulated more than 1,250 FEMA Category A–G Project Worksheets for a wide range of public infrastructure- roads, bridges, culverts, schools, hospitals, public housing, parks, PNP facilities, and more- resulting in over \$1.1 billion in reimbursements. He has also developed hundreds of Section 406 Hazard Mitigation Proposals totaling nearly \$200 million.

Known for his technical precision and ability to resolve complex project challenges, Mr. Harlan has completed more than \$1 billion in FEMA and CEF cost estimates and successfully addressed thousands of issues involving hazard mitigation proposals, CEF calculations, and insurance reductions. His expertise includes scoping damages, preparing detailed cost estimates, and validating costs for both Project Worksheets and Hazard Mitigation Proposals. He is proficient in FEMA Grants Manager/Grants Portal, Integri-Claim, Xactimate, R.S. Means, EMMIE, and multiple state-level PA

grants management systems, enabling him to support applicants efficiently from initial damage assessment through final closeout. Staff Availability: Part-time.

Laura DeFuria (Grant Rite): Hazard Mitigation and Resilience Specialist (FEMA BRIC, HMGP, Resilience)

Laura DeFuria is a grant management professional and Subject Matter Expert with 16+ years of leadership experience in complex state and federal grant management and administration, including 13 years specializing in disaster recovery program administration. She has successfully guided cross-sector stakeholders through the full grant life cycle, from strategy and application through implementation and closeout, while maximizing eligible reimbursement and advancing safety and advocacy objectives.

Her experience includes managing disaster recovery and resilience funding for FEMA PA, HMA, HMGP, BRIC, FMA, and PDM, as well as a broad range of local, state, and federal funding programs serving governmental entities, utilities, healthcare and educational institutions, and nonprofit organizations. Ms. DeFuria's experience includes emergency preparedness, hazard mitigation, long-term recovery planning, and regulatory compliance under the Stafford Act, SRIA, 44 CFR, and 2 CFR Part 200. Staff Availability: Part-time, Subconsultant.

Karen Horn (Grant Rite): Community Resilience and Recovery Advisor (CDBG-DR, Resilience, Hazard Mitigation, Stakeholder Coordination)

Ms. Horn is a highly respected municipal project management, public policy, and legislative advocacy professional with more than 40 years of experience advancing the interests of local governments. In 2024, she established KB Horn LLC, a consulting practice that provides strategic consulting, municipal representation, grant writing, and project support focused on disaster recovery, hazard mitigation, climate adaptation, resilience, community development, and other local priority initiatives.

Prior to launching her consulting practice, Ms. Horn spent 36 years directing advocacy and public policy for the Vermont League of Cities and Towns (VLCT), representing the interests of every Vermont city and town. She is a trusted and effective advocate who has built strong working relationships with Vermont's Legislature, Administration, and Congressional Delegation across political parties.

Ms. Horn brings extensive expertise in grant writing, program administration, and community development, including work with CDBG-DR programs and management of a \$10 million economic development loan program. She is widely recognized for her leadership in climate adaptation, resilience planning, hazard mitigation, emergency preparedness, land use, and local governance.

Throughout her career, Ms. Horn has served on numerous state and local boards, commissions, and advisory groups, including the Vermont Climate Council's Rural Resilience and Adaptation Taskforce and the Moretown Planning Commission, where she serves as Chair. A skilled communicator and coalition builder, she has authored approximately 600 legislative updates, served as a frequent media resource, trained local officials statewide, and fostered partnerships with the National League of Cities and a broad range of public and nonprofit stakeholders. Staff Availability: Full-time, Subconsultant.

Kristin Gousse: Appeals and Policy Specialist (FEMA Policy, Response, and Training)

Kristin Gousse brings more than seven years of experience in the emergency management industry, combining legal expertise with practical disaster response and recovery experience. A graduate of the Florida State University College of Law and a licensed attorney in the State of Florida, Ms. Gousse has extensive experience reviewing and negotiating emergency response contracts, overseeing project

budgets, and ensuring compliance with applicable regulatory requirements across complex disaster management programs.

Throughout her career, Ms. Gousse has supported a wide range of high-profile emergency management initiatives, including mass vaccination site operations during the COVID-19 pandemic, hurricane response and recovery efforts, and environmental disaster remediation projects such as gypsum stack failures. She served as the Training and Exercise Coordinator for the Florida Department of Environmental Protection (FDEP), playing a key role in developing preparedness capabilities and coordinating emergency management training and exercises.

By combining strong legal acumen with hands-on emergency management experience, Ms. Gousse has established herself as a trusted advisor and effective leader in crisis situations. Staff Availability: Full-time.

Christopher Holmes: Procurement & Grants Compliance Specialist (Subject Matter Expert, FEMA Public Assistance)

Christopher Holmes brings more than 25 years of experience administering FEMA PA grants and managing federally funded recovery programs. He has directed oversight of more than \$16 billion in Public Assistance funding across approximately 17,000 projects, with responsibility for procurement compliance, grant eligibility, reimbursement documentation, project formulation, and closeout. His experience includes resolving complex funding issues, reviewing procurement and contract compliance, and maintaining documentation to support reimbursement and audit requirements. Staff Availability: Full-time.

Michael Reedy (APTIM): Benefit-Cost Analysis (BCA) Specialist

Michael Reedy brings more than 20 years of experience supporting FEMA PA and Hazard Mitigation programs, with specialized expertise in developing, reviewing, and validating BCAs for HMGP projects. He is experienced in FEMA BCA methodologies, HAZUS, flood and wind modeling, LIDAR analysis, cost estimating, and mitigation project development. His background includes integrating engineering, hazard, and cost data to support FEMA-compliant BCAs, Section 406 mitigation, and HMGP applications for state, local, and utility clients across more than 20 federally declared disasters. Staff Availability: Part-time, Subconsultant.

Charlotte Liner (APTIM): Environmental & Historic Preservation (EHP) Specialist

Charlotte Liner brings more than 30 years of experience in environmental permitting, regulatory compliance, and FEMA EHP reviews. She has supported federal, state, and local infrastructure and disaster recovery projects involving Section 10/404 permitting, wetland delineations, environmental assessments, mitigation planning, and FEMA EHP compliance. Her experience includes preparing EHP documentation, coordinating with regulatory agencies, securing environmental approvals for temporary housing and infrastructure projects, and supporting Hazard Mitigation Plan development. Staff Availability: Full-time, Subconsultant.

Vy Bui (APTIM): Financial Grants and Compliance Specialist (Grants Management, Accounting)

Vy Bui brings more than 14 years of experience in accounting and financial management, with the past 11 years focused on governmental disaster recovery programs. She has supported large-scale housing and case management initiatives through the development and administration of cost proposals, budget forecasts, and financial change orders. Ms. Bui oversees all aspects of grant-related fiscal operations, including invoicing, procurement review, and compliance audits to ensure accuracy and eligibility under federal funding regulations. Her experience includes major recovery programs such as the NYCHA

Sandy Recovery Program and NYC Build It Back Program, where she collaborated with local, state, and federal agencies to maintain compliance with FEMA and HUD CDBG-DR requirements. Ms. Bui's disciplined approach to cost control, documentation integrity, and financial transparency supports the effective and accountable delivery of survivor assistance programs. Staff Availability: Part-time, Subconsultant.

Note: Full résumés for all proposed key personnel are provided in the Appendix. In addition to the above-named key personnel, the Garner project team has an extensive team of experts available to support the City.

Additional Team Support Bios

Team Member	Labor Category	Staff Availability	Experience
Michael Beattie	FEMA Public Assistance Specialist / Eligibility, Closeout	Part-time	35+ years' experience as an insurance adjuster; licensed in DE, FL, GA, LA, MS, MI, NC, OK, TX; NFIP certified; FEMA EMI: Cost Estimate Format & BCA Training; RSMeans; Xactimate; PA Data Warehouse.
David Son	FEMA Public Assistance Specialist / Eligibility, Closeout	Part-time	10+ years' experience in FEMA PA; training includes FEMA BCA Module; 44 CFR & Stafford Act; HMGP 404/406 Mitigation Analyst; RSMeans cost reasonableness; ArcGIS; Grants Portal.
David Brown	FEMA Public Assistance Specialist / Insurance Adjuster	Part-time	30+ years Licensed All-Lines Adjuster (AL, FL, GA, MS, TX); FEMA duplication-of-benefits.
Trey Martino (Grant Rite)	FEMA Public Assistance Specialist / Financial Grants Compliance Specialist	Full-Time, Subconsultant	19+ years of FEMA PA; FEMA trained on the 428 Delivery Program Model and as a FEMA PDMG; Grants Manager/Portal, Microsoft Office Suite, and RSMeans cost estimating software. Extensive experience in developing, reviewing, and processing project applications, including Scopes of Work, Change Orders, Alternate and Improved Projects, and Section 428 projects.
Vincent Gillen	FEMA Public Assistance Specialist / Closeout	Part-time	20+ years of PA and site inspection experience; large project closeout, progress payment validation, and scope-change support
Ondina Mendoza (APTIM)	Hazard Mitigation & Resilience Specialist / FEMA Public Assistance Grant Manager	Part-Time, Subconsultant	18+ years of disaster response and recovery and FEMA PA grants experience; FEMA BRIC, FEMA HMGP, DOT RAISE, DOE Hydrogen, FAA Supplemental, and DOT SMART grants.
Aimee Rankovich (APTIM)	Data & Systems Specialist	Part-Time, Subconsultant	10 years of FEMA Grants Portal / IT Systems, document control, and closeout coordination experience.
Alayna Wilson (APTIM)	Community Resilience and Recovery Advisor	Full-Time, Subconsultant	CDBG-DR Program Specialist with seven years of experience; case management and grant administration; Trained in FEMA IA, PA, and long-term recovery frameworks.
VJ Phelps (Grant Rite)	Hazard Mitigation & Resilience Specialist	Full-Time, Subconsultant	20+ years of FEMA PA, 406 Mitigation, and 404 Mitigation Specialist

Team Member	Labor Category	Staff Availability	Experience
Robert Bressett (APTIM)	Appeals & Policy Specialist	Full-Time, Subconsultant	20+ years appeals & arbitration experience; FEMA PA policy and Section 428; 44 CFR & Stafford Act adherence.
Tiffiney Michelli (APTIM)	Data & Systems Specialist	Full-Time, Subconsultant	15+ years of experience in administrative operations and data management; data analysis; cost tracking.
Alexandra Bova (APTIM)	Project Coordinator / Administrative Specialist	Full-Time, Subconsultant	2 years of experience supporting conservation, education, research, and emergency management activities. Training and certifications include FEMA ICS 1001/1007; FEMA ICS 1003/1008/1013.
Crystal Garcia (APTIM)	Procurement & Grants Compliance Specialist	Full-Time, Subconsultant	15+ years of experience as a federal procurement and supply chain professional. Supports end-to-end procurement activities, including supplier engagement, purchasing, contract administration, and acquisition support.
Taylor Blunt	Response and Readiness Training Specialist	Full-time	FEMA PA recovery operations; Holds HSEEP, COOP, ICS-100/200/546a/547a/700/800, HAZWOPER, and ProBoard Firefighter I/II certifications.
Jeremy Urekew	Response and Readiness Training Specialist	Part-time	20+ years of experience in fire service, hazardous materials response, technical rescue, emergency management, and incident response planning. Designed and conducted tabletop, functional, and full-scale exercises in accordance with HSEEP guidelines.
Jeff Mottley	Response and Readiness Training Specialist	Part-time	26+ years experience in homeland security, emergency management, and law enforcement with the New Jersey State Police (NJSP) and the New Jersey Office of Emergency Management (NJOEM). Managed large-scale deployments requiring multi-agency coordination and provided strategic direction during active incidents while aligning and mobilizing resources to increase response capacity.
Mark Mims	Response and Readiness Training Specialist	Part-time	30+ years of expertise in safety training, accident investigation, and environmental awareness equipping teams to execute high-stakes operations with precision and accountability.
George Kirkman (APTIM)	Engineering & Cost Estimating Specialist (CEF)	Full-Time, Subconsultant	Construction manager with 26+ years of experience, specializing in FEMA disaster recovery programs such as CDBG-DR and HMGP.
Michael Blazek	FEMA Public Assistance Specialist / Senior Site Inspector	Full-time	30+ years of comprehensive experience spanning catastrophe operations, property claims adjusting, expert testimony, and FEMA inspection.
John Stover	FEMA Public Assistance Specialist	Full-time	10+ years of progressive roles and industry experience in construction. FEMA Applicant

Team Member	Labor Category	Staff Availability	Experience
	/ Site Inspector		Representative / Consultant, National Park Service historic restoration projects. Certifications and training include Army Corps of Engineers Construction Quality Management; OSHA 30 hour; Scaffold Erector / User (Scaffold 40); FEMA Site inspection training.

A photograph of a street scene during autumn. The sky is filled with soft, white clouds. On the left, a brick building is partially visible, with trees showing yellow and orange leaves in front of it. On the right, there are more trees with green and yellow leaves, and a wooden bench sits on the sidewalk. The street is paved and has some fallen leaves. A large, solid black rectangle is overlaid on the left side of the image, containing white text.

PROJECT UNDERSTANDING & TECHNICAL APPROACH

Project Understanding and Technical Approach

Reimbursement-Driven Recovery Model

As mentioned previously, developing projects and moving them forward to obligation is just the first phase of the recovery process. As true practitioners of Disaster Recovery Grant Programs, our team has witnessed millions of dollars obligated and then Subrecipients struggle to keep the funding. Many Consultants are eager to jump in but rarely support their Clients through to the finish line. Some of the challenges we see are changing site conditions, cost escalations, latent damages, unapproved changes in project scopes, and internal funding challenges. The true test of a skilled recovery consultant is keeping the projects moving while retaining maximum eligible funding.

This requires more than simply tracking deadlines or responding to FEMA requests. It demands continuous program oversight, proactive problem solving, and an understanding of how construction activities, grant requirements, financial management, and FEMA policy intersect throughout the life of a project. As projects advance from design through procurement, construction, reimbursement, and ultimately closeout, new issues inevitably emerge. Addressing these issues early allows the Subrecipient to make informed decisions, maintain project momentum, and avoid unnecessary funding delays or deobligations.

This is achieved through diligent, cross-functional collaboration among various stakeholders and subject matter experts throughout all phases of a recovery. Garner's in-house engineers, estimators, insurance specialists, financial accounting professionals, FEMA eligibility specialists, and grants managers collaborate to continuously evaluate project status, identify emerging risks, and develop practical solutions before issues become significant obstacles. Rather than reviewing projects only when a problem arises, our team routinely assesses each project's overall health to ensure technical, financial, and compliance considerations remain aligned.

Garner's multidisciplinary approach allows us to identify issues that may not be apparent when viewed from a single discipline. For example, a change in field conditions may require an engineering assessment, trigger a scope of work revision, impact insurance recoveries, require additional environmental or historic preservation coordination, and ultimately affect reimbursement. By evaluating these issues collectively, our team can develop coordinated strategies that maintain FEMA eligibility while minimizing schedule impacts and protecting available funding.

Our team routinely evaluates every active project through four core lenses:

1. **Operational Progress** – Are the projects progressing? Are procurement activities, design milestones, construction schedules, and critical path activities advancing as planned? If delays occur, what corrective actions are needed to maintain momentum and support timely completion?
2. **Eligibility and Compliance** – Is the scope FEMA eligible? Have project conditions changed in a way that requires FEMA approval through a version, scope change, improved project, alternate project, or time extension? Are procurement, environmental, insurance, and grant administration requirements continuing to be met throughout project execution?
3. **Documentation** – Are the damages documented correctly? Does the supporting documentation accurately substantiate the work performed, costs incurred, force account labor and equipment, contracts, invoices, proof of payment, and project decisions necessary to support reimbursement and withstand future monitoring or audit?

4. **Risk Management** – What external or internal issues could delay project progress or reimbursement? Our team continuously identifies emerging risks such as funding shortfalls, contractor performance issues, permitting delays, supply chain impacts, insurance disputes, evolving site conditions, or policy considerations that could affect project delivery. By identifying these issues early, we help clients implement practical mitigation strategies that keep projects moving while protecting the maximum reimbursement allowable under FEMA policy.

Garner's Core Service Offerings

Technical Assistance

Garner's Technical Assistance team brings more than 25 years of experience in the assessment, documentation, and formulation of disaster recovery projects. From the earliest stages of recovery, we work alongside our clients to establish a strong foundation for FEMA eligibility by accurately documenting disaster-related damages and developing complete, defensible project records.

Our team supports Joint Preliminary Damage Assessments (PDAs), develops comprehensive damage inventories, conducts site inspections, and prepares field documentation to accurately capture disaster impacts. We help identify eligible emergency work (Categories A and B) and permanent work (Categories C through G), ensuring damages are properly categorized and documented in accordance with FEMA policy. Throughout project formulation, we work directly with applicants to develop clear scopes of work, validate costs, maintain complete documentation packages, and support project development through obligation and closeout.

A key component of our technical assistance approach is reducing the risk of deobligation by ensuring all costs are properly supported, accurately categorized, and tied to eligible work through proactive quality control and coordination with state and federal partners.

Program Management and City Coordination

Garner provides full lifecycle program management, including recovery program implementation, financial tracking, interagency coordination, and compliance with applicable federal requirements, including 2 CFR Part 200 and the Stafford Act. We leverage the diverse experience of our staff to deliver reimbursement-focused program management solutions tailored to each client's recovery objectives.

Several members of our leadership team spent more than a decade managing New York State's Hurricane Sandy Public Assistance Program. During this \$16 billion recovery effort, these team members coordinated federal, state, and local stakeholders to develop debris removal, emergency protective measures, and complex critical infrastructure projects while overseeing the formulation and obligation of more than 4,700 Project Worksheets.

Drawing on that experience, Garner applies disciplined program management, strategic grant administration, risk management, resource coordination, and financial oversight to keep recovery efforts moving while maintaining compliance. We help clients develop recovery strategies, prioritize projects based on operational needs and available funding, coordinate with state and federal agencies, and position recipients and subrecipients to maximize eligible reimbursement.

Our approach emphasizes strict adherence to federal, state, and local requirements to minimize audit risk, avoid funding delays, and improve long-term recovery outcomes. By integrating field operations,

technical assistance, grants management, and program oversight into a single recovery strategy, Garner delivers practical, reimbursement-driven support that accelerates recovery while strengthening long-term resilience.



FEMA Public Assistance

Successful disaster recovery requires more than documenting damages and preparing reimbursement requests. It requires an experienced team that understands how to move projects from initial damage assessment through obligation, construction, reimbursement, and closeout while protecting the City's long-term financial interests.

Our multidisciplinary team combines former FEMA personnel, state disaster recovery leadership, municipal resilience experts, engineers, cost estimators, financial specialists, and grants managers who have collectively managed billions of dollars in federal disaster assistance while supporting communities through every phase of the FEMA PA Program. The team brings experience from more than 200 federally declared disasters nationwide, including major flooding events, hurricanes, severe storms, and winter disasters, providing both the technical expertise and operational capacity to rapidly support communities recovering from disaster.

For the City of Montpelier, our approach begins by developing a unified recovery strategy that aligns FEMA PA priorities with the City's flood recovery objectives, capital improvement planning, and long-term resilience initiatives. Working alongside City leadership, Public Works, Finance, engineering consultants, and Vermont Emergency Management, we establish a recovery roadmap that identifies eligible damages, documentation requirements, reimbursement risks, mitigation opportunities, and project priorities from the outset. This collaborative approach allows City staff to remain focused on restoring essential services while our team manages the technical and administrative requirements associated with FEMA funding.

Our team develops every Public Assistance project in accordance with the Stafford Act, 44 CFR, 2 CFR Part 200, and FEMA's PAPPG. Services include development of Damage Descriptions and Dimensions (DDD), technically defensible Scopes of Work, force account labor and equipment validation, procurement and contract compliance reviews, insurance coordination, cost estimating, environmental and historic preservation coordination, reimbursement support, and direct coordination with FEMA throughout project formulation, obligation, and closeout.

The proposed team has managed some of the nation's most complex Public Assistance recovery programs. Experience includes leadership of the \$14.9 billion Superstorm Sandy Public Assistance recovery program, oversight of the development and obligation of more than 4,700 Public Assistance

projects, administration of over \$19 billion in FEMA grant funding across multiple disaster declarations, formulation of more than 1,250 FEMA Project Worksheets representing over \$1.1 billion in eligible funding, and successful management of Public Assistance portfolios for municipalities recovering from Hurricane Sandy, Hurricane Irene, Hurricane Ida, Hurricane Katrina, Hurricane Rita, Hurricane Harvey, COVID-19, and numerous flood disasters. Collectively, the team has secured and managed hundreds of millions of dollars in FEMA PA funding for municipalities, utilities, public authorities, and other public-sector clients while successfully resolving complex eligibility issues, appeals, insurance reductions, scope changes, and grant closeout challenges.

Recovery does not end when a project is obligated. Throughout implementation, our team continuously evaluates project progress, eligibility, procurement compliance, financial documentation, insurance recoveries, and reimbursement strategy through structured quality assurance reviews. This proactive approach identifies issues early, reduces the risk of deobligation, supports audit readiness, and ensures complete, defensible project files through final closeout and any subsequent state or federal review.

Grants Management

Federal disaster grants management requires the coordinated oversight of financial, administrative, and programmatic activities necessary to maintain federal compliance, support reimbursement, and successfully manage projects from formulation through closeout.

Once a project is obligated, the real work begins. In addition to completing the approved scope of work, the City is responsible for tracking project progress and expenditures, submitting reimbursement requests, filing Federal Funding Accountability and Transparency Act (FFATA) and quarterly progress reports, maintaining complete supporting documentation, and ensuring compliance with FEMA requirements through final closeout and beyond.

Successful grants management requires continuous coordination with contractors, engineers, financial staff, recipients, and FEMA to ensure project documentation remains accurate, current, and audit-ready throughout the life of the grant. Recovery projects rarely progress exactly as planned. Unforeseen site conditions, design changes, code and standard upgrades, permitting issues, material availability, and changing operational needs often require scope changes, alternate or improved project requests, time extensions, or additional FEMA approvals.

Garner's Grants Management team understands both FEMA policy and the realities of design and construction. Whether coordinating with engineers, contractors, financial staff, or FEMA, we help clients prepare complete, well-supported project requests that accurately document the work performed, support eligibility, and position projects for the maximum reimbursement allowable under applicable law and FEMA policy.

PROVEN EXPERTISE IN LARGE-SCALE GRANT ADMINISTRATION

Our team manages federal grant funding with the rigor, documentation, and financial controls that FEMA Public Assistance demands.

\$1B+

IN GRANT FUNDING
REVIEWED & PROCESSED

Reviewed progress payment requests and scope of work change packages to support the timely incremental reimbursement of FEMA funding for permanent work and eligible mitigation activities.

Hurricane Sandy DR-4085-NY

FEMA Public Assistance Program



Hazard Mitigation and Resilience Funding Support (BRIC, HMGP, FMA)

For a community like Montpelier, where flooding represents a recurring and evolving threat, hazard mitigation should be integrated into every recovery decision rather than pursued as a separate funding opportunity. Our team evaluates every damaged facility as an opportunity to reduce future risk, strengthen critical infrastructure, and leverage additional federal funding through FEMA's HMA programs, including BRIC, HMGP, FMA, and Section 406 Hazard Mitigation. By integrating mitigation into ongoing recovery efforts, we help communities restore infrastructure while making strategic investments that reduce future disaster losses.

Our mitigation strategy begins during Public Assistance project formulation by evaluating damaged facilities alongside the City's Local Hazard Mitigation Plan, watershed priorities, flood history, capital improvement program, and long-term resilience objectives. We identify opportunities to incorporate Section 406 Hazard Mitigation into permanent work projects while simultaneously evaluating larger resilience initiatives for BRIC, HMGP, or FMA funding. This integrated process maximizes federal funding opportunities, minimizes duplication of effort, and improves long-term project outcomes.

The proposed team has successfully developed and administered mitigation projects ranging from flood control infrastructure and stormwater improvements to critical facility hardening, drainage system upgrades, green infrastructure, and community resilience initiatives. Collectively, our experience includes management of approximately \$740 million in HMGP funding, development of nationally competitive BRIC and PDM applications, performance of FEMA Benefit-Cost Analyses, hydraulic and hydrologic coordination, environmental and historic preservation compliance, engineering review, and post-award grant administration.

Representative experience includes development of a successful \$5 million FEMA BRIC project that transformed a flood-prone urban park into a regional stormwater detention facility capable of storing

more than 30,500 cubic feet of stormwater, preparation of a successful BRIC Capabilities and Capacity Building project evaluating complex municipal drainage systems, and development of a \$4 million FEMA PDM project supporting construction of a one-million-gallon underground stormwater storage facility and pump station. The team also routinely supports updates to FEMA-approved Hazard Mitigation Plans, ensuring mitigation priorities remain aligned with FEMA planning requirements and positioned for future funding opportunities.

Our familiarity with Vermont's recovery environment further strengthens this approach. The proposed team includes professionals who have supported FEMA PA operations during Hurricane Irene, developed flood resilience initiatives for Vermont communities, and spent decades advancing municipal resilience, hazard mitigation, and land use policy throughout the State. This combination of national FEMA expertise and Vermont-specific experience enables us to develop mitigation strategies that reflect Montpelier's unique watershed conditions, regulatory environment, and long-term resilience goals while positioning the City to compete successfully for future federal resilience funding.

Financial, Reimbursement, and Compliance Support

Garner has managed FEMA reimbursement for over 200 federally declared disasters across 30+ states, executing more than \$2.5 billion in emergency contracts with a record of zero de-obligations. Our approach is built on three pillars: documentation integrity, eligibility management, and proactive stakeholder coordination.

Every reimbursement request is only as strong as the documentation behind it. Throughout the life of a project, our team works alongside City staff to monitor costs, maintain supporting records, review eligibility, and address issues before they become funding problems. Rather than waiting until closeout to identify documentation gaps or procurement concerns, we review projects continuously as work progresses, ensuring reimbursement requests are supported, defensible, and ready for state or FEMA review.

This approach has been applied across some of the country's largest disaster recovery programs. Garner personnel have supported administration of more than \$19 billion in FEMA grant funding, including executive oversight of the \$14.9 billion Hurricane Sandy Public Assistance Program, review of Section 428 Alternative Procedures reimbursement requests, and financial oversight for more than 4,700 Public Assistance projects.

Our financial management process begins with project formulation and continues through final closeout. We reconcile project costs against approved scopes of work, to track administrative costs, review force account labor and equipment records, coordinate insurance recoveries, prepare reimbursement requests, and monitor project status throughout implementation. As projects evolve, we also assist with scope changes, time extensions, cost adjustments, and other actions necessary to preserve eligible funding.

On the Port Authority of New York and New Jersey recovery program, APTIM developed a customized grant management and financial tracking system supporting approximately \$1 billion in FEMA PA, HMGP, and BRIC funding. The team also provided procurement compliance reviews, audit preparation, Direct Administrative Cost recovery strategies, and project closeout procedures that kept documentation organized and reimbursement moving throughout multiple disasters.

When documentation issues arise, our team has extensive experience reconstructing financial records and resolving eligibility questions. For the Commonwealth of the Northern Mariana Islands, Garner rebuilt project documentation supporting a disputed State Management Cost project by reconciling payroll records, equipment logs, invoices, purchase orders, and proof of payment before preparing a complete audit-ready appeal package for FEMA. That effort restored more than \$800,000 in eligible costs that had previously been questioned.

Our team also brings practical experience administering competitive grant programs beyond FEMA reimbursement. Grant Rite has developed municipal grant procedures, managed applicant eligibility reviews, maintained grant recordkeeping systems designed for future audits, monitored financial performance, prepared scope revisions and time extension requests, and supported compliance with 44 CFR and 2 CFR Part 200 throughout implementation.

For Montpelier, this means financial management is integrated into the City's day-to-day recovery operation rather than treated as a separate compliance exercise. We work with project managers, finance staff, Public Works, and Vermont Emergency Management to keep documentation current, monitor reimbursement status, and resolve funding issues as they arise. The result is a recovery program that is organized, audit-ready, and positioned to maximize reimbursement from project development through final closeout.

Financial, Reimbursement, and Compliance Services

- Grant administration and reimbursement management
- Financial reconciliation and cost eligibility review
- DAC and Category Z tracking
- Force account labor and equipment validation
- Documentation management and audit-ready project files
- Procurement compliance and 2 CFR Part 200 reviews
- Insurance coordination and duplication of benefits review
- Progress payment requests and financial reporting
- Scope changes, time extensions, and cost amendments
- FEMA appeals and reimbursement support
- Grant closeout and audit preparation

Disaster Readiness and Future Event Support

Garner helps communities strengthen their readiness for future disasters by equipping staff with the procedures, tools, and training needed to transition quickly from emergency response into organized recovery. Our approach focuses on building local capability through practical guidance, standardized processes, and hands-on exercises that improve coordination while positioning the City to maximize federal and state funding opportunities.

Working alongside City leadership, we evaluate existing recovery procedures, documentation practices, and departmental coordination to identify opportunities for improvement before the next disaster. Drawing from our work supporting Benton County, Arkansas, following the 2024 tornadoes, we help communities convert lessons learned into actionable improvements through After-Action Reports, Improvement Plans, Disaster Recovery Annexes, operational checklists, job aids, and recovery coordination procedures that become part of day-to-day emergency management operations.

Our team will work with Montpelier to develop standardized documentation templates, procurement readiness checklists, force account labor and equipment tracking tools, damage assessment forms, project file structures, and reimbursement procedures that align with FEMA PA requirements. We can also assist in refining departmental recovery roles, Recovery Coordination Group procedures, debris management workflows, financial documentation processes, continuity of government procedures, and integration of recovery operations within the City's Emergency Operations Plan.

Training is a central component of our approach. Garner provides instructor-led workshops, tabletop exercises, and department-specific training covering FEMA PA documentation, Grants Portal administration, procurement compliance, force account documentation, damage assessment, cost tracking, and project management. These sessions allow City staff to validate procedures, clarify roles and responsibilities, and identify operational improvements before they are needed. Our Benton County engagement culminated in a multi-jurisdictional tabletop exercise that tested newly developed recovery procedures and provided local agencies with an opportunity to refine coordination before a future disaster.

Through our partnership with APTIM, the City also benefits from nationally recognized emergency management and resilience planning experience. APTIM has supported local governments in developing comprehensive vulnerability assessments, adaptation strategies, community engagement programs, and mitigation planning that identify risks, prioritize infrastructure improvements, and improve long-term resilience. Their work includes developing preparedness measures, integrating hazard data into planning decisions, facilitating stakeholder workshops, and creating geospatial tools that help communities better understand vulnerabilities and prioritize future investments.

When future disasters occur, our team can immediately transition from readiness activities into operational support. We are available to provide pre-declaration guidance, Emergency Operations Center (EOC) technical assistance, Initial and Preliminary Damage Assessment (IDA/PDA) support, Applicant Briefing preparation, and embedded technical advisors to augment City staff during the critical first days of recovery. APTIM also brings dedicated disaster readiness and EOC specialists with experience supporting emergency operations, IDA/PDA activities, and post-disaster field coordination, further expanding the team's surge capacity.

Documentation and Cost Tracking Tools

Centralized Program Management

Successful recovery depends upon accurate, organized, and accessible information. Disaster recovery programs generate engineering reports, contracts, procurement records, environmental reviews, force account documentation, reimbursement requests, correspondence, and financial records across multiple departments and funding agencies. Without a centralized management system, project information becomes fragmented, resulting in duplicate work, inconsistent documentation, and unnecessary delays.

Garner establishes a centralized project management environment that serves as the City's single source of project information. Project documentation, schedules, correspondence, funding actions, and deliverables are maintained within a secure electronic collaboration platform that provides version control, audit history, role-based permissions, and secure file sharing for City staff and authorized project partners.

Because work will be authorized through individual task orders, the system is organized to provide visibility at both the program and assignment level. Each task order maintains its own scope, schedule, budget, deliverables, and supporting documentation while simultaneously rolling into an executive dashboard that provides City leadership with a comprehensive view of recovery progress, reimbursement activity, upcoming milestones, and outstanding actions across the entire portfolio.

Garner administers the platform throughout the engagement, manages user access, and maintains document controls. When beneficial to the City, our in-house software development team can also develop custom dashboards, workflow automations, and reporting tools that further streamline project administration and improve program visibility.

Cost Tracking Tools

Garner will establish and maintain a secure Microsoft SharePoint Online project site as the City's centralized document repository and electronic file exchange platform. The site provides role-based permissions, version control, audit history, and real-time collaboration while satisfying the City's anticipated FTP requirement. It also serves as the working repository for documentation supporting FEMA Grants Portal submissions, allowing City staff and Garner to maintain a complete project record throughout recovery.

Project files are organized by disaster, funding source, and project, with standardized naming conventions that simplify document retrieval, reimbursement requests, and project closeout. Garner's tracking tools consolidate project status, schedules, action items, funding, and supporting documentation into a single workspace accessible to authorized City staff.

Documentation and cost tracking includes:

- Project status, milestones, schedules, and action items
- Damage documentation, engineering reports, photographs, and technical support records
- Contracts, procurement files, invoices, proof of payment, force account labor, equipment, materials, and insurance documentation
- FEMA Grants Portal correspondence, Request for Information (RFIs), project versions, approvals, and reimbursement requests
- Environmental and Historic Preservation documentation, permits, and mitigation activities
- Staff labor, task descriptions, and administrative activities associated with eligible grant management costs, including DAC and FEMA Category Z Management Costs
- Assignment of labor and costs to the applicable disaster, funding source, and FEMA project to support reimbursement and audit requirements

Eligible administrative activities, including project coordination, documentation review, reimbursement preparation, reporting, Grants Portal management, and interagency coordination, are tracked by employee, task, and project. Labor hours and supporting documentation are linked to the applicable FEMA project to clearly demonstrate cost eligibility and maximize reimbursement of eligible management costs. This structured approach reflects the same methodology Garner has implemented on other FEMA PA programs.

Garner's technical staff routinely reviews documentation for completeness, verifies that costs are properly attributed, and identifies missing information before submission. If desired, Garner's in-house development team can also develop customized dashboards and automated workflows to provide City leadership with real-time visibility into project status, reimbursement progress, and outstanding actions.

ADMINISTRATIVE COST TRACKING



Capture

Time, tasks, and costs from all personnel, including admin and management activities.



Validate

Review documentation against eligibility requirements and grant provisions.



Align

Ensure all tracked costs align with eligible activities for Public Assistance reimbursement.



Submit

Prepare and submit complete, audit-ready packages for PA reimbursement.

Employee	Job Title	Date	Hourly Rate	Fringe Rate	Hours	Total Cost	Management Costs Activity	Additional Details
T. Baker	Project Coordinator	08/21/2025	\$64	33%	5	\$425.60	Project Oversight & Administrative Coordination	Oversight of administrative activities, coordination of deliverables, and alignment with FEMA PA requirements
R. Chen	Grants Manager	08/21/2025	\$45	33%	4	\$239.40	Documentation Review & Compliance Validation	Review of administrative records to ensure compliance with FEMA PAPPG and 2 CFR cost principles
L. Nguyen	Administrative Office	08/22/2025	\$39	33%	2	\$103.74	Administrative Coordination & Reporting	Coordination of internal tracking, reporting, and communication across project teams
K. Williams	Procurement Specialist	08/22/2025	\$42	33%	3	\$167.58	Procurement Documentation Review	Review of procurement files along with contract documentation for compliance with local, state, and federal requirements

Sample data shown for illustrative purposes only. Names and rates are representative and do not reflect actual personnel or billing rates.

The image is a collage of winter scenes. The top left shows a multi-story building with a snow-covered roof and solar panels. The bottom left shows a stone bridge with a wooden walkway and railings, supported by stone pillars, crossing a river. The right side shows a frozen river with snow on the banks and a forested hill in the background. A large black rectangle with white text is overlaid in the center.

WORK PLAN & AVAILABILITY

Work Plan and Availability

Operational Management Framework

Successful disaster recovery is not driven by a single project or grant program. It is driven by hundreds of technical, financial, and operational decisions made throughout the life of the recovery. Garner's operational framework is simple: create a repeatable process for delivering individual task orders while maintaining continuity across the City's recovery programs. Whether supporting FEMA PA, advancing hazard mitigation initiatives, procuring design services for critical facilities, or responding to future disasters, every assignment follows the same project controls, quality management processes, communication structure, and reporting standards.

The framework is intentionally scalable. As priorities evolve, new task orders can be initiated without disrupting ongoing work because each assignment follows a consistent delivery model while contributing to a single, coordinated recovery program.

Operating Principle 1: Centralized Program Management

Successful recovery depends upon accurate, organized, and accessible information. Disaster recovery programs generate engineering reports, contracts, procurement records, environmental reviews, force account documentation, reimbursement requests, correspondence, and financial records across multiple departments and funding agencies. Without a centralized management system, project information becomes fragmented, resulting in duplicate work, inconsistent documentation, and unnecessary delays.

Garner establishes a centralized project management environment that serves as the City's single source of project information. Project documentation, schedules, correspondence, funding actions, and deliverables are maintained within a secure electronic collaboration platform that provides version control, audit history, role-based permissions, and secure file sharing for City staff and authorized project partners.

Because work will be authorized through individual task orders, the system is organized to provide visibility at both the program and assignment level. Each task order maintains its own scope, schedule, budget, deliverables, and supporting documentation while simultaneously rolling into an executive dashboard that provides City leadership with a comprehensive view of recovery progress, reimbursement activity, upcoming milestones, and outstanding actions across the entire portfolio.

Garner administers the platform throughout the engagement, manages user access, and maintains document controls. When beneficial to the City, our in-house software development team can also develop custom dashboards, workflow automations, and reporting tools that further streamline project administration and improve program visibility.

Operating Principle 2: Continuous Project Review

Many reimbursement delays occur because eligibility questions, procurement issues, documentation gaps, or scope changes are identified after project information has already been submitted for review.

Garner incorporates technical review throughout project delivery rather than relying solely on final quality control. Project documentation, construction progress, procurement activities, engineering decisions, cost records, reimbursement requests, and schedule impacts are reviewed continuously as

projects advance. Identifying issues early reduces RFIs, minimizes corrective actions, and improves the efficiency of funding reviews.

Technical reviews draw upon Garner's multidisciplinary team of FEMA policy specialists, grants managers, engineers, estimators, procurement advisors, environmental specialists, and financial professionals. This collaborative review process strengthens project documentation while ensuring reimbursement requests remain consistent with approved scopes of work and applicable federal requirements.

Operating Principle 3: Task Order Delivery

The Master Services Agreement is intended to provide the City with flexible access to specialized technical assistance as recovery priorities evolve. Garner's staffing model is designed specifically around that structure.

Rather than assigning a fixed team regardless of workload, Garner assembles technical resources based on the specific requirements of each task order. Engineers support facility reconstruction and technical reviews. Financial specialists assist with reimbursement requests and project reconciliation. Procurement advisors support contracting activities. Hazard mitigation professionals develop resilience strategies and funding applications. Additional specialists are incorporated as projects require.

Every task order follows the same operational cycle:

1. Confirm project objectives, scope, schedule, funding source, and deliverables.
2. Assign the technical disciplines required to complete the work.
3. Execute the assignment using standardized project controls and continuous technical review.
4. Coordinate routinely with City staff, FEMA, Vermont Emergency Management, design professionals, contractors, and other stakeholders.
5. Complete multidisciplinary quality review before final submission and transition seamlessly into subsequent task orders.

Using this repeatable delivery process allows the City to issue assignments as priorities change while maintaining consistent management practices across the entire recovery program.

Garner complements this scalable staffing model with leadership located in Vermont. Senior Recovery Advisors Laura DeFuria and Karen Horn both reside in Vermont, allowing them to respond quickly for coordination meetings, field inspections, project reviews, damage assessments, and other time-sensitive activities without relying exclusively on personnel deployed from outside the region. Their local availability is supported by Garner's broader national recovery practice, providing immediate access to engineers, estimators, grant managers, environmental specialists, procurement professionals, financial analysts, and FEMA policy experts as workload expands.

Operating Principle 4: Consistent Project Controls

Although every recovery project presents unique technical challenges, many administrative activities follow the same regulatory requirements. Garner applies standardized procedures for project formulation, documentation management, procurement compliance, reimbursement requests, schedule monitoring, quality assurance, reporting, and project closeout.

Establishing repeatable project controls creates consistency across multiple task orders, reduces administrative burden, and allows technical staff to focus on resolving project-specific issues instead of recreating management processes for each assignment.

Operating Principle 5: Program Visibility and Decision Support

Recovery programs require continuous coordination between multiple City departments and external stakeholders. Garner's Project Manager serves as the primary point of coordination among the Department of Public Works, Planning Department, Finance Department, City Manager's Office, Vermont Emergency Management, FEMA, design consultants, contractors, and funding agencies.

Routine coordination meetings and executive dashboards provide leadership with current information regarding project status, reimbursement activity, schedule milestones, funding actions, emerging risks, and upcoming decisions requiring City input. Maintaining this level of visibility allows decisions to be made proactively while keeping all participants working from the same information.

Embedded Staff Augmentation

Garner's operational framework is informed by long-term experience supporting government agencies from within their organizations rather than as outside advisors.

Two of Garner's senior recovery leaders previously spent more than 10 years embedded with the New York State Division of Homeland Security and Emergency Services (DHSES) while employed by a previous consulting firm. During that time, they became fully integrated into the State's recovery organization, working under established DHSES protocols, standard operating procedures, and management processes alongside full-time State staff. Their knowledge of the State's operations and the trust they established over more than a decade ultimately led to both individuals being selected to lead New York's Hurricane Sandy Public Assistance recovery program, where they managed integrated teams of State employees and consultants responsible for advancing one of the largest disaster recovery programs in the country.

Working alongside State leadership, FEMA, local governments, engineers, legal counsel, and financial managers, they helped oversee the development and obligation of more than 4,700 FEMA PA projects representing billions of dollars in federal funding. Their responsibilities included program oversight, policy implementation, quality assurance, reimbursement strategy, issue resolution, interagency coordination, and executive reporting.

This experience demonstrated that the most effective recovery programs are built on continuity, clear communication, disciplined project management, and teams that integrate seamlessly into an organization's existing operations. Those same principles shape Garner's approach today.

For the City of Montpelier, this translates into a staffing model that supplements existing City resources while integrating into established departmental workflows. Garner's team will work closely with Public Works, Planning, Finance, and the City Manager's Office to manage day-to-day recovery activities, coordinate with FEMA and the State of Vermont, and provide the technical capacity necessary to advance multiple recovery and resilience initiatives simultaneously.

Program Implementation

Immediately following Notice to Proceed (NTP), Garner will meet with City leadership to prioritize initial task orders and establish project management procedures for the overall recovery program.

Initial activities include:

- Reviewing all active FEMA PA, Hazard Mitigation, and other grant-funded projects.

- Assessing project status, procurement, documentation, reimbursement, compliance requirements, and project schedules.
- Reviewing FEMA Grants Portal records and organizing supporting documentation.
- Establishing centralized electronic project files and document controls.
- Developing executive dashboards that monitor project status, reimbursement activity, funding actions, deadlines, and outstanding issues.

Early assignments are expected to include procurement support for architectural and engineering services associated with reconstruction of City Hall, the Fire Station, and Police Department; organization and reconciliation of disaster recovery documentation; preparation of force account labor reimbursement requests; and support for the City's ongoing resilience initiatives, including projects such as Berlin Pond Dam, Pioneer Dam removal, culvert improvements, floodplain restoration, and future hazard mitigation funding opportunities.

Throughout implementation, Garner will provide a combination of remote project management and scheduled on-site support, adjusting staffing levels as workload evolves. Recovery and resilience activities will be managed as complementary workstreams, allowing Section 406 Hazard Mitigation opportunities, HMA applications, Benefit-Cost Analyses, environmental reviews, engineering coordination, and grant administration to be integrated with ongoing Public Assistance project delivery.

As future disasters occur or additional task orders are issued, Garner can rapidly expand support without disrupting ongoing work. Because every assignment follows the same operational management framework, new projects are incorporated into the City's recovery program using established project controls, reporting procedures, communication pathways, and quality management processes. This allows the City to scale technical capacity as recovery needs evolve while maintaining continuity through the same project leadership and Vermont-based points of contact.

A photograph of a red brick building with white-framed windows. A fire truck is parked in front of the building. The text "MONTPELIER FIRE DEPARTMENT" is visible on the building's facade. A large black rectangle with white text is overlaid on the image.

MBE/WBE/WOSB PARTICIPATION CERTIFICATION

MBE/WBE/WOSB Participation Certification

Garner is committed to meaningful participation by certified woman-owned businesses on this engagement. Garner commits up to 20% of the overall fee under the resulting master services agreement to Grant Rite Management, a Vermont-based, woman-owned small business and a core member of our project team. Grant Rite's MWBE Certification is below.

STATE OF VERMONT
Department of Buildings & General Services
Directory of
MINORITY & WOMEN OWNED BUSINESS ENTERPRISE (M/WBE)
MINORITY & WOMEN OWNED BUSINESS ENTERPRISE (M/WBE) SELF CERTIFICATION

Company Name	Address	City	State	Zip Code	Phone	Fax	Email	Ownership	Business Categories
Grant Rite Management Corporation	PO Box 4425	Burlington	VT	05406	315-345-4704		Ldefuria@granrite.com	Woman/Women	Management Consulting for Disaster Recovery, Grant Management Consulting

This Document will be updated monthly with new submissions.

From: BGS - OPC Vendor Docs <BGS.OPCVendorDocs@vermont.gov>
Date: Tuesday, July 14, 2026 at 14:01
To: Laura DeFuria <ldefuria@grantrite.com>; BGS - OPC Vendor Docs <BGS.OPCVendorDocs@vermont.gov>
Subject: RE: WBE certification

Thank you Laura, you are now on the MWBE List.

Kevin Cooke | State Purchasing Agent II
State of Vermont
Office of Purchasing and Contracting (OPC)
Department of Buildings and General Services (BGS)
133 State St, 5th Floor | Montpelier, VT 05633-8000
802-249-7495 Direct Line
802-828-2211 Main office | 802-828-2222 fax
<http://bgs.vermont.gov/purchasing>



Help raise money for Vermonters impacted by flood damage and show your Vermont pride with *Vermont Strong* and *Tough Too* license plates and socks. [Click here to purchase your Vermont Strong gear](#) or visit DMV.Vermont.gov/VermontStrong23.

Impacted Vermonters can find resources and referrals by visiting Vermont.Gov/Flood.

From: Laura DeFuria <ldefuria@grantrite.com>
Sent: Friday, July 10, 2026 4:23 PM
To: BGS - OPC Vendor Docs <BGS.OPCVendorDocs@vermont.gov>
Subject: WBE certification

You don't often get email from ldefuria@grantrite.com. [Learn why this is important](#)

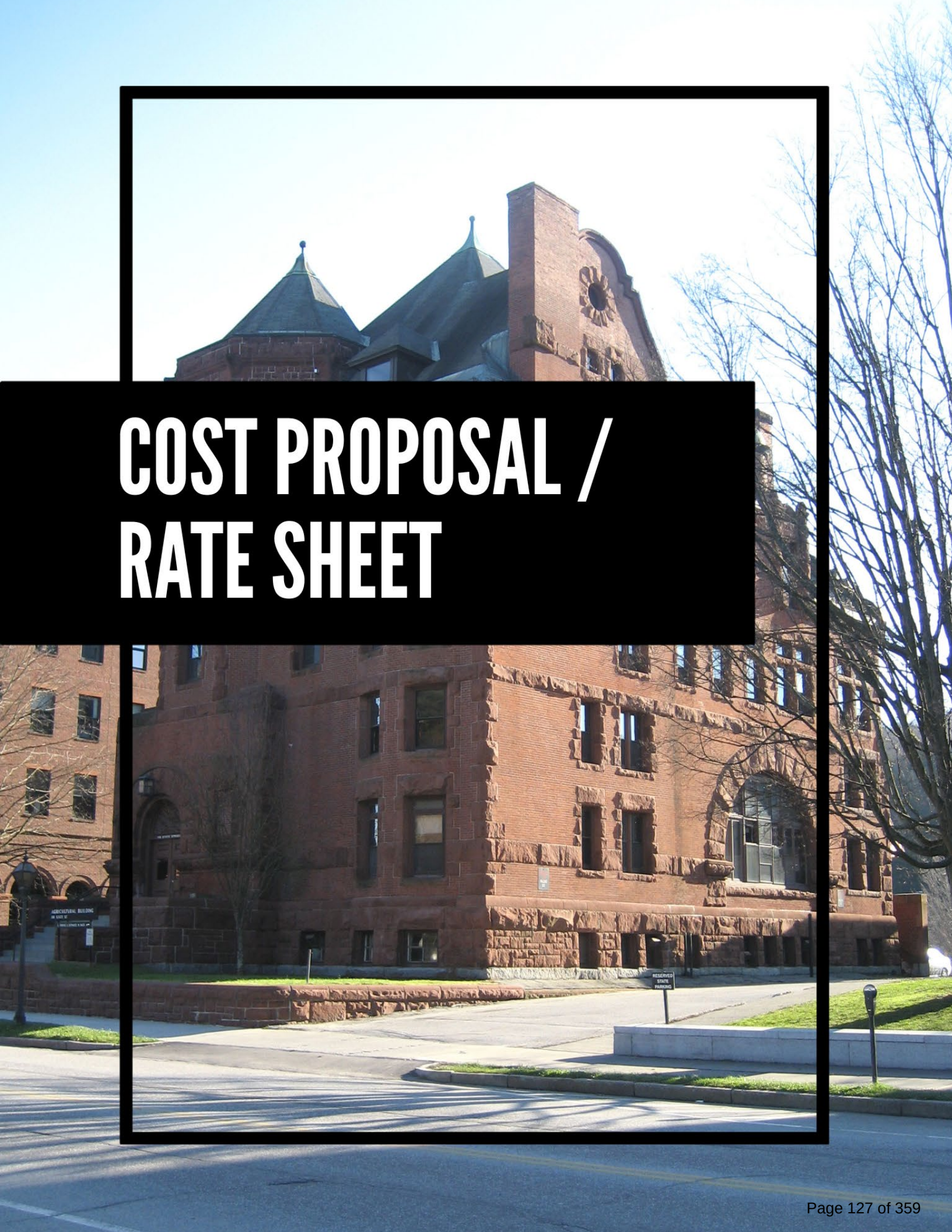
EXTERNAL SENDER: Do not open attachments or click on links unless you recognize and trust the sender.

Hello,

Please see our WBE certification form attached. Please let me know if any additional information is required. Thank you!

Laura DeFuria
Chief Executive Officer
315-345-4704





COST PROPOSAL / RATE SHEET

Cost Proposal / Rate Sheet

Below is Garner's complete rate sheet, including fully loaded hourly rates for all labor categories proposed for use under the initial three-year term of the Master Services Agreement, as well as reimbursable expense assumptions, and any applicable subcontractor rates or markups. Garner proposes no rate escalation during the initial three-year contract term. Any escalation applicable to the optional extension periods would be submitted for the City's review and incorporated only upon the City's approval.

Per the RFP, rates quoted do not include travel. Travel costs incurred will be reimbursed based on actual costs in accordance with applicable federal travel regulations including the General Services Administration (GSA) Federal Travel Regulation (FTR). Reimbursement shall not exceed current federal per diem rates for lodging, meals, transportation, and incidental expenses (M&IE).

Labor Category	Fully Burdened Rate
Executive Recovery Advisor / Program Director	\$210.00
Program Manager	\$190.00
FEMA Public Assistance Project Manager	\$175.00
FEMA Public Assistance Specialist	\$180.00
Hazard Mitigation & Resilience Specialist	\$170.00
Benefit-Cost Analysis (BCA) Specialist	\$165.00
Engineering & Cost Estimating Specialist (CEF)	\$175.00
Environmental & Historic Preservation (EHP) Specialist	\$120.00
Procurement & Grants Compliance Specialist	\$155.00
Financial Grants Compliance Specialist	\$165.00
Appeals & Policy Specialist	\$180.00
Community Resilience & Recovery Advisor	\$175.00
Response and Readiness Training Specialist	\$165.00
Data & Systems Specialist	\$80.00
Project Coordinator / Administrative Specialist	\$75.00



REQUIRED CERTIFICATIONS & FORMS



Required Certifications and Forms

See all required forms below.

VERMONT SECRETARY OF STATE - PROOF OF GOOD STANDING





Record Information

[Search](#) > [Business Search](#) > [Record Information](#)

[Back](#)

Business Name GARNER ENVIRONMENTAL SERVICES, INC.	Record Type Foreign Business Corporation
Election Type N/A	Record Number 435835
Record Status Active - In Good Standing	Principal Office (Street Address) 952 Echo Lane, Suite 400, Houston, TX, 77024, USA
Mailing Address 952 Echo Lane, Suite 400, Houston, TX, 77024, USA	Initial Filing Date 10/02/2023
Foreign Jurisdiction Country USA	Foreign Jurisdiction State Texas

Business Purpose (NAICS Codes)

624230-Emergency and Other Relief Services

Annual Report Information

Report Status None Due	Reporting Period Opens 01/01/2027
Fiscal Year End Month December	

Registered Agent Information

Agent Name CORPORATION SERVICE COMPANY	Agent Type Business
Status Active	Resignation Date None
Registered Office (Street Address) 100 NORTH MAIN ST, SUITE 2, BARRE, VT, 05641, USA	Mailing Address 100 NORTH MAIN ST, SUITE 2, BARRE, VT, 05641, USA

Principal Information (3)

Name Todd A. Riddle	Capacity Secretary
Physical Address 952 Echo Lane, Suite 400, Houston, TX, 77024, USA	Mailing Address 952 Echo Lane, Suite 400, Houston, TX, 77024, USA
Name Russell W. Allen	Capacity Director
Physical Address 952 Echo Lane, Suite 400, Houston, TX, 77024, USA	Mailing Address 952 Echo Lane, Suite 400, Houston, TX, 77024, USA
Name Russell W. Allen	Capacity President
Physical Address 952 Echo Lane, Suite 400, Houston, TX, 77024, USA	Mailing Address 952 Echo Lane, Suite 400, Houston, TX, 77024, USA

W-9 FORM



Request for Taxpayer Identification Number and Certification

Go to www.irs.gov/FormW9 for instructions and the latest information.

Give form to the
requester. Do not
send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See Specific Instructions on page 3.	1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.) Garner Environmental Services, Inc.		
	2 Business name/disregarded entity name, if different from above.		
	3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes. ☐ Individual/sole proprietor ☐ C corporation ☒ S corporation ☐ Partnership ☐ Trust/estate ☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) _____ Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. ☐ Other (see instructions) _____	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____ (Applies to accounts maintained outside the United States.)	
	3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions _____ ☐		
	5 Address (number, street, and apt. or suite no.). See instructions. 952 Echo Ln, Suite 400	Requester's name and address (optional)	
6 City, state, and ZIP code Houston TX 77024-2820			
7 List account number(s) here (optional)			

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

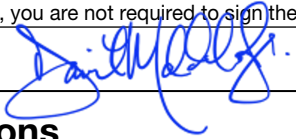
Social security number									
			-				-		
or									
Employer identification number									
7	6		-	0	1	3	4	6	1 3

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person 	Date 01/14/2026
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

must obtain your correct taxpayer identification number (TIN), which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid).
- Form 1099-DIV (dividends, including those from stocks or mutual funds).
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds).
- Form 1099-NEC (nonemployee compensation).
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers).
- Form 1099-S (proceeds from real estate transactions).
- Form 1099-K (merchant card and third-party network transactions).
- Form 1098 (home mortgage interest), 1098-E (student loan interest), and 1098-T (tuition).
- Form 1099-C (canceled debt).
- Form 1099-A (acquisition or abandonment of secured property).

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

Caution: If you don't return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding*, later.

By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued);
2. Certify that you are not subject to backup withholding; or
3. Claim exemption from backup withholding if you are a U.S. exempt payee; and
4. Certify to your non-foreign status for purposes of withholding under chapter 3 or 4 of the Code (if applicable); and
5. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting is correct. See *What Is FATCA Reporting*, later, for further information.

Note: If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien;
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States;
- An estate (other than a foreign estate); or
- A domestic trust (as defined in Regulations section 301.7701-7).

Establishing U.S. status for purposes of chapter 3 and chapter 4 withholding. Payments made to foreign persons, including certain distributions, allocations of income, or transfers of sales proceeds, may be subject to withholding under chapter 3 or chapter 4 of the Code (sections 1441–1474). Under those rules, if a Form W-9 or other certification of non-foreign status has not been received, a withholding agent, transferee, or partnership (payor) generally applies presumption rules that may require the payor to withhold applicable tax from the recipient, owner, transferor, or partner (payee). See Pub. 515, *Withholding of Tax on Nonresident Aliens and Foreign Entities*.

The following persons must provide Form W-9 to the payor for purposes of establishing its non-foreign status.

- In the case of a disregarded entity with a U.S. owner, the U.S. owner of the disregarded entity and not the disregarded entity.
- In the case of a grantor trust with a U.S. grantor or other U.S. owner, generally, the U.S. grantor or other U.S. owner of the grantor trust and not the grantor trust.
- In the case of a U.S. trust (other than a grantor trust), the U.S. trust and not the beneficiaries of the trust.

See Pub. 515 for more information on providing a Form W-9 or a certification of non-foreign status to avoid withholding.

Foreign person. If you are a foreign person or the U.S. branch of a foreign bank that has elected to be treated as a U.S. person (under Regulations section 1.1441-1(b)(2)(iv) or other applicable section for chapter 3 or 4 purposes), do not use Form W-9. Instead, use the appropriate Form W-8 or Form 8233 (see Pub. 515). If you are a qualified foreign pension fund under Regulations section 1.897(l)-1(d), or a partnership that is wholly owned by qualified foreign pension funds, that is treated as a non-foreign person for purposes of section 1445 withholding, do not use Form W-9. Instead, use Form W-8EXP (or other certification of non-foreign status).

Nonresident alien who becomes a resident alien. Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a saving clause. Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the payee has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement to Form W-9 that specifies the following five items.

1. The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.
2. The treaty article addressing the income.
3. The article number (or location) in the tax treaty that contains the saving clause and its exceptions.
4. The type and amount of income that qualifies for the exemption from tax.
5. Sufficient facts to justify the exemption from tax under the terms of the treaty article.

Example. Article 20 of the U.S.-China income tax treaty allows an exemption from tax for scholarship income received by a Chinese student temporarily present in the United States. Under U.S. law, this student will become a resident alien for tax purposes if their stay in the United States exceeds 5 calendar years. However, paragraph 2 of the first Protocol to the U.S.-China treaty (dated April 30, 1984) allows the provisions of Article 20 to continue to apply even after the Chinese student becomes a resident alien of the United States. A Chinese student who qualifies for this exception (under paragraph 2 of the first Protocol) and is relying on this exception to claim an exemption from tax on their scholarship or fellowship income would attach to Form W-9 a statement that includes the information described above to support that exemption.

If you are a nonresident alien or a foreign entity, give the requester the appropriate completed Form W-8 or Form 8233.

Backup Withholding

What is backup withholding? Persons making certain payments to you must under certain conditions withhold and pay to the IRS 24% of such payments. This is called “backup withholding.” Payments that may be subject to backup withholding include, but are not limited to, interest, tax-exempt interest, dividends, broker and barter exchange transactions, rents, royalties, nonemployee pay, payments made in settlement of payment card and third-party network transactions, and certain payments from fishing boat operators. Real estate transactions are not subject to backup withholding.

You will not be subject to backup withholding on payments you receive if you give the requester your correct TIN, make the proper certifications, and report all your taxable interest and dividends on your tax return.

Payments you receive will be subject to backup withholding if:

1. You do not furnish your TIN to the requester;
2. You do not certify your TIN when required (see the instructions for Part II for details);
3. The IRS tells the requester that you furnished an incorrect TIN;
4. The IRS tells you that you are subject to backup withholding because you did not report all your interest and dividends on your tax return (for reportable interest and dividends only); or
5. You do not certify to the requester that you are not subject to backup withholding, as described in item 4 under “*By signing the filled-out form*” above (for reportable interest and dividend accounts opened after 1983 only).

Certain payees and payments are exempt from backup withholding. See *Exempt payee code*, later, and the separate Instructions for the Requester of Form W-9 for more information.

See also *Establishing U.S. status for purposes of chapter 3 and chapter 4 withholding*, earlier.

What Is FATCA Reporting?

The Foreign Account Tax Compliance Act (FATCA) requires a participating foreign financial institution to report all U.S. account holders that are specified U.S. persons. Certain payees are exempt from FATCA reporting. See *Exemption from FATCA reporting code*, later, and the Instructions for the Requester of Form W-9 for more information.

Updating Your Information

You must provide updated information to any person to whom you claimed to be an exempt payee if you are no longer an exempt payee and anticipate receiving reportable payments in the future from this person. For example, you may need to provide updated information if you are a C corporation that elects to be an S corporation, or if you are no longer tax exempt. In addition, you must furnish a new Form W-9 if the name or TIN changes for the account, for example, if the grantor of a grantor trust dies.

Penalties

Failure to furnish TIN. If you fail to furnish your correct TIN to a requester, you are subject to a penalty of \$50 for each such failure unless your failure is due to reasonable cause and not to willful neglect.

Civil penalty for false information with respect to withholding. If you make a false statement with no reasonable basis that results in no backup withholding, you are subject to a \$500 penalty.

Criminal penalty for falsifying information. Willfully falsifying certifications or affirmations may subject you to criminal penalties including fines and/or imprisonment.

Misuse of TINs. If the requester discloses or uses TINs in violation of federal law, the requester may be subject to civil and criminal penalties.

Specific Instructions

Line 1

You must enter one of the following on this line; **do not** leave this line blank. The name should match the name on your tax return.

If this Form W-9 is for a joint account (other than an account maintained by a foreign financial institution (FFI)), list first, and then circle, the name of the person or entity whose number you entered in Part I of Form W-9. If you are providing Form W-9 to an FFI to document a joint account, each holder of the account that is a U.S. person must provide a Form W-9.

• **Individual.** Generally, enter the name shown on your tax return. If you have changed your last name without informing the Social Security Administration (SSA) of the name change, enter your first name, the last name as shown on your social security card, and your new last name.

Note for ITIN applicant: Enter your individual name as it was entered on your Form W-7 application, line 1a. This should also be the same as the name you entered on the Form 1040 you filed with your application.

• **Sole proprietor.** Enter your individual name as shown on your Form 1040 on line 1. Enter your business, trade, or "doing business as" (DBA) name on line 2.

• **Partnership, C corporation, S corporation, or LLC, other than a disregarded entity.** Enter the entity's name as shown on the entity's tax return on line 1 and any business, trade, or DBA name on line 2.

• **Other entities.** Enter your name as shown on required U.S. federal tax documents on line 1. This name should match the name shown on the charter or other legal document creating the entity. Enter any business, trade, or DBA name on line 2.

• **Disregarded entity.** In general, a business entity that has a single owner, including an LLC, and is not a corporation, is disregarded as an entity separate from its owner (a disregarded entity). See Regulations section 301.7701-2(c)(2). A disregarded entity should check the appropriate box for the tax classification of its owner. Enter the owner's name on line 1. The name of the owner entered on line 1 should never be a disregarded entity. The name on line 1 should be the name shown on the income tax return on which the income should be reported. For

example, if a foreign LLC that is treated as a disregarded entity for U.S. federal tax purposes has a single owner that is a U.S. person, the U.S. owner's name is required to be provided on line 1. If the direct owner of the entity is also a disregarded entity, enter the first owner that is not disregarded for federal tax purposes. Enter the disregarded entity's name on line 2. If the owner of the disregarded entity is a foreign person, the owner must complete an appropriate Form W-8 instead of a Form W-9. This is the case even if the foreign person has a U.S. TIN.

Line 2

If you have a business name, trade name, DBA name, or disregarded entity name, enter it on line 2.

Line 3a

Check the appropriate box on line 3a for the U.S. federal tax classification of the person whose name is entered on line 1. Check only one box on line 3a.

IF the entity/individual on line 1 is a(n) . . .	THEN check the box for . . .
• Corporation	Corporation.
• Individual or • Sole proprietorship	Individual/sole proprietor.
• LLC classified as a partnership for U.S. federal tax purposes or • LLC that has filed Form 8832 or 2553 electing to be taxed as a corporation	Limited liability company and enter the appropriate tax classification: P = Partnership, C = C corporation, or S = S corporation.
• Partnership	Partnership.
• Trust/estate	Trust/estate.

Line 3b

Check this box if you are a partnership (including an LLC classified as a partnership for U.S. federal tax purposes), trust, or estate that has any foreign partners, owners, or beneficiaries, and you are providing this form to a partnership, trust, or estate, in which you have an ownership interest. You must check the box on line 3b if you receive a Form W-8 (or documentary evidence) from any partner, owner, or beneficiary establishing foreign status or if you receive a Form W-9 from any partner, owner, or beneficiary that has checked the box on line 3b.

Note: A partnership that provides a Form W-9 and checks box 3b may be required to complete Schedules K-2 and K-3 (Form 1065). For more information, see the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

If you are required to complete line 3b but fail to do so, you may not receive the information necessary to file a correct information return with the IRS or furnish a correct payee statement to your partners or beneficiaries. See, for example, sections 6698, 6722, and 6724 for penalties that may apply.

Line 4 Exemptions

If you are exempt from backup withholding and/or FATCA reporting, enter in the appropriate space on line 4 any code(s) that may apply to you.

Exempt payee code.

- Generally, individuals (including sole proprietors) are not exempt from backup withholding.
- Except as provided below, corporations are exempt from backup withholding for certain payments, including interest and dividends.
- Corporations are not exempt from backup withholding for payments made in settlement of payment card or third-party network transactions.
- Corporations are not exempt from backup withholding with respect to attorneys' fees or gross proceeds paid to attorneys, and corporations that provide medical or health care services are not exempt with respect to payments reportable on Form 1099-MISC.

The following codes identify payees that are exempt from backup withholding. Enter the appropriate code in the space on line 4.

1—An organization exempt from tax under section 501(a), any IRA, or a custodial account under section 403(b)(7) if the account satisfies the requirements of section 401(f)(2).

- 2—The United States or any of its agencies or instrumentalities.
- 3—A state, the District of Columbia, a U.S. commonwealth or territory, or any of their political subdivisions or instrumentalities.
- 4—A foreign government or any of its political subdivisions, agencies, or instrumentalities.
- 5—A corporation.
- 6—A dealer in securities or commodities required to register in the United States, the District of Columbia, or a U.S. commonwealth or territory.
- 7—A futures commission merchant registered with the Commodity Futures Trading Commission.
- 8—A real estate investment trust.
- 9—An entity registered at all times during the tax year under the Investment Company Act of 1940.
- 10—A common trust fund operated by a bank under section 584(a).
- 11—A financial institution as defined under section 581.
- 12—A middleman known in the investment community as a nominee or custodian.
- 13—A trust exempt from tax under section 664 or described in section 4947.

The following chart shows types of payments that may be exempt from backup withholding. The chart applies to the exempt payees listed above, 1 through 13.

IF the payment is for . . .	THEN the payment is exempt for . . .
• Interest and dividend payments	All exempt payees except for 7.
• Broker transactions	Exempt payees 1 through 4 and 6 through 11 and all C corporations. S corporations must not enter an exempt payee code because they are exempt only for sales of noncovered securities acquired prior to 2012.
• Barter exchange transactions and patronage dividends	Exempt payees 1 through 4.
• Payments over \$600 required to be reported and direct sales over \$5,000 ¹	Generally, exempt payees 1 through 5. ²
• Payments made in settlement of payment card or third-party network transactions	Exempt payees 1 through 4.

¹ See Form 1099-MISC, Miscellaneous Information, and its instructions.

² However, the following payments made to a corporation and reportable on Form 1099-MISC are not exempt from backup withholding: medical and health care payments, attorneys' fees, gross proceeds paid to an attorney reportable under section 6045(f), and payments for services paid by a federal executive agency.

Exemption from FATCA reporting code. The following codes identify payees that are exempt from reporting under FATCA. These codes apply to persons submitting this form for accounts maintained outside of the United States by certain foreign financial institutions. Therefore, if you are only submitting this form for an account you hold in the United States, you may leave this field blank. Consult with the person requesting this form if you are uncertain if the financial institution is subject to these requirements. A requester may indicate that a code is not required by providing you with a Form W-9 with "Not Applicable" (or any similar indication) entered on the line for a FATCA exemption code.

A—An organization exempt from tax under section 501(a) or any individual retirement plan as defined in section 7701(a)(37).

B—The United States or any of its agencies or instrumentalities.

C—A state, the District of Columbia, a U.S. commonwealth or territory, or any of their political subdivisions or instrumentalities.

D—A corporation the stock of which is regularly traded on one or more established securities markets, as described in Regulations section 1.1472-1(c)(1)(i).

E—A corporation that is a member of the same expanded affiliated group as a corporation described in Regulations section 1.1472-1(c)(1)(i).

F—A dealer in securities, commodities, or derivative financial instruments (including notional principal contracts, futures, forwards, and options) that is registered as such under the laws of the United States or any state.

G—A real estate investment trust.

H—A regulated investment company as defined in section 851 or an entity registered at all times during the tax year under the Investment Company Act of 1940.

I—A common trust fund as defined in section 584(a).

J—A bank as defined in section 581.

K—A broker.

L—A trust exempt from tax under section 664 or described in section 4947(a)(1).

M—A tax-exempt trust under a section 403(b) plan or section 457(g) plan.

Note: You may wish to consult with the financial institution requesting this form to determine whether the FATCA code and/or exempt payee code should be completed.

Line 5

Enter your address (number, street, and apartment or suite number). This is where the requester of this Form W-9 will mail your information returns. If this address differs from the one the requester already has on file, enter "NEW" at the top. If a new address is provided, there is still a chance the old address will be used until the payor changes your address in their records.

Line 6

Enter your city, state, and ZIP code.

Part I. Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. If you are a resident alien and you do not have, and are not eligible to get, an SSN, your TIN is your IRS ITIN. Enter it in the entry space for the Social security number. If you do not have an ITIN, see *How to get a TIN* below.

If you are a sole proprietor and you have an EIN, you may enter either your SSN or EIN.

If you are a single-member LLC that is disregarded as an entity separate from its owner, enter the owner's SSN (or EIN, if the owner has one). If the LLC is classified as a corporation or partnership, enter the entity's EIN.

Note: See *What Name and Number To Give the Requester*, later, for further clarification of name and TIN combinations.

How to get a TIN. If you do not have a TIN, apply for one immediately. To apply for an SSN, get Form SS-5, Application for a Social Security Card, from your local SSA office or get this form online at www.SSA.gov. You may also get this form by calling 800-772-1213. Use Form W-7, Application for IRS Individual Taxpayer Identification Number, to apply for an ITIN, or Form SS-4, Application for Employer Identification Number, to apply for an EIN. You can apply for an EIN online by accessing the IRS website at www.irs.gov/EIN. Go to www.irs.gov/Forms to view, download, or print Form W-7 and/or Form SS-4. Or, you can go to www.irs.gov/OrderForms to place an order and have Form W-7 and/or Form SS-4 mailed to you within 15 business days.

If you are asked to complete Form W-9 but do not have a TIN, apply for a TIN and enter "Applied For" in the space for the TIN, sign and date the form, and give it to the requester. For interest and dividend payments, and certain payments made with respect to readily tradable instruments, you will generally have 60 days to get a TIN and give it to the requester before you are subject to backup withholding on payments. The 60-day rule does not apply to other types of payments. You will be subject to backup withholding on all such payments until you provide your TIN to the requester.

Note: Entering "Applied For" means that you have already applied for a TIN or that you intend to apply for one soon. See also *Establishing U.S. status for purposes of chapter 3 and chapter 4 withholding*, earlier, for when you may instead be subject to withholding under chapter 3 or 4 of the Code.

Caution: A disregarded U.S. entity that has a foreign owner must use the appropriate Form W-8.

Part II. Certification

To establish to the withholding agent that you are a U.S. person, or resident alien, sign Form W-9. You may be requested to sign by the withholding agent even if item 1, 4, or 5 below indicates otherwise.

For a joint account, only the person whose TIN is shown in Part I should sign (when required). In the case of a disregarded entity, the person identified on line 1 must sign. Exempt payees, see *Exempt payee code*, earlier.

Signature requirements. Complete the certification as indicated in items 1 through 5 below.

1. Interest, dividend, and barter exchange accounts opened before 1984 and broker accounts considered active during 1983. You must give your correct TIN, but you do not have to sign the certification.

2. Interest, dividend, broker, and barter exchange accounts opened after 1983 and broker accounts considered inactive during 1983. You must sign the certification or backup withholding will apply. If you are subject to backup withholding and you are merely providing your correct TIN to the requester, you must cross out item 2 in the certification before signing the form.

3. Real estate transactions. You must sign the certification. You may cross out item 2 of the certification.

4. Other payments. You must give your correct TIN, but you do not have to sign the certification unless you have been notified that you have previously given an incorrect TIN. "Other payments" include payments made in the course of the requester's trade or business for rents, royalties, goods (other than bills for merchandise), medical and health care services (including payments to corporations), payments to a nonemployee for services, payments made in settlement of payment card and third-party network transactions, payments to certain fishing boat crew members and fishermen, and gross proceeds paid to attorneys (including payments to corporations).

5. Mortgage interest paid by you, acquisition or abandonment of secured property, cancellation of debt, qualified tuition program payments (under section 529), ABLE accounts (under section 529A), IRA, Coverdell ESA, Archer MSA or HSA contributions or distributions, and pension distributions. You must give your correct TIN, but you do not have to sign the certification.

What Name and Number To Give the Requester

For this type of account:	Give name and SSN of:
1. Individual	The individual
2. Two or more individuals (joint account) other than an account maintained by an FFI	The actual owner of the account or, if combined funds, the first individual on the account ¹
3. Two or more U.S. persons (joint account maintained by an FFI)	Each holder of the account
4. Custodial account of a minor (Uniform Gift to Minors Act)	The minor ²
5. a. The usual revocable savings trust (grantor is also trustee)	The grantor-trustee ¹
b. So-called trust account that is not a legal or valid trust under state law	The actual owner ¹
6. Sole proprietorship or disregarded entity owned by an individual	The owner ³
7. Grantor trust filing under Optional Filing Method 1 (see Regulations section 1.671-4(b)(2)(i)(A))**	The grantor*

For this type of account:	Give name and EIN of:
8. Disregarded entity not owned by an individual	The owner
9. A valid trust, estate, or pension trust	Legal entity ⁴
10. Corporation or LLC electing corporate status on Form 8832 or Form 2553	The corporation
11. Association, club, religious, charitable, educational, or other tax-exempt organization	The organization
12. Partnership or multi-member LLC	The partnership
13. A broker or registered nominee	The broker or nominee
14. Account with the Department of Agriculture in the name of a public entity (such as a state or local government, school district, or prison) that receives agricultural program payments	The public entity
15. Grantor trust filing Form 1041 or under the Optional Filing Method 2, requiring Form 1099 (see Regulations section 1.671-4(b)(2)(i)(B))**	The trust

¹ List first and circle the name of the person whose number you furnish. If only one person on a joint account has an SSN, that person's number must be furnished.

² Circle the minor's name and furnish the minor's SSN.

³ You must show your individual name on line 1, and enter your business or DBA name, if any, on line 2. You may use either your SSN or EIN (if you have one), but the IRS encourages you to use your SSN.

⁴ List first and circle the name of the trust, estate, or pension trust. (Do not furnish the TIN of the personal representative or trustee unless the legal entity itself is not designated in the account title.)

* **Note:** The grantor must also provide a Form W-9 to the trustee of the trust.

** For more information on optional filing methods for grantor trusts, see the Instructions for Form 1041.

Note: If no name is circled when more than one name is listed, the number will be considered to be that of the first name listed.

Secure Your Tax Records From Identity Theft

Identity theft occurs when someone uses your personal information, such as your name, SSN, or other identifying information, without your permission to commit fraud or other crimes. An identity thief may use your SSN to get a job or may file a tax return using your SSN to receive a refund.

To reduce your risk:

- Protect your SSN,
- Ensure your employer is protecting your SSN, and
- Be careful when choosing a tax return preparer.

If your tax records are affected by identity theft and you receive a notice from the IRS, respond right away to the name and phone number printed on the IRS notice or letter.

If your tax records are not currently affected by identity theft but you think you are at risk due to a lost or stolen purse or wallet, questionable credit card activity, or a questionable credit report, contact the IRS Identity Theft Hotline at 800-908-4490 or submit Form 14039.

For more information, see Pub. 5027, Identity Theft Information for Taxpayers.

Victims of identity theft who are experiencing economic harm or a systemic problem, or are seeking help in resolving tax problems that have not been resolved through normal channels, may be eligible for Taxpayer Advocate Service (TAS) assistance. You can reach TAS by calling the TAS toll-free case intake line at 877-777-4778 or TTY/TDD 800-829-4059.

Protect yourself from suspicious emails or phishing schemes.

Phishing is the creation and use of email and websites designed to mimic legitimate business emails and websites. The most common act is sending an email to a user falsely claiming to be an established legitimate enterprise in an attempt to scam the user into surrendering private information that will be used for identity theft.

The IRS does not initiate contacts with taxpayers via emails. Also, the IRS does not request personal detailed information through email or ask taxpayers for the PIN numbers, passwords, or similar secret access information for their credit card, bank, or other financial accounts.

If you receive an unsolicited email claiming to be from the IRS, forward this message to phishing@irs.gov. You may also report misuse of the IRS name, logo, or other IRS property to the Treasury Inspector General for Tax Administration (TIGTA) at 800-366-4484. You can forward suspicious emails to the Federal Trade Commission at spam@uce.gov or report them at www.ftc.gov/complaint. You can contact the FTC at www.ftc.gov/idtheft or 877-IDTHEFT (877-438-4338). If you have been the victim of identity theft, see www.IdentityTheft.gov and Pub. 5027.

Go to www.irs.gov/IdentityTheft to learn more about identity theft and how to reduce your risk.

Privacy Act Notice

Section 6109 of the Internal Revenue Code requires you to provide your correct TIN to persons (including federal agencies) who are required to file information returns with the IRS to report interest, dividends, or certain other income paid to you; mortgage interest you paid; the acquisition or abandonment of secured property; the cancellation of debt; or contributions you made to an IRA, Archer MSA, or HSA. The person collecting this form uses the information on the form to file information returns with the IRS, reporting the above information. Routine uses of this information include giving it to the Department of Justice for civil and criminal litigation and to cities, states, the District of Columbia, and U.S. commonwealths and territories for use in administering their laws. The information may also be disclosed to other countries under a treaty, to federal and state agencies to enforce civil and criminal laws, or to federal law enforcement and intelligence agencies to combat terrorism. You must provide your TIN whether or not you are required to file a tax return. Under section 3406, payors must generally withhold a percentage of taxable interest, dividends, and certain other payments to a payee who does not give a TIN to the payor. Certain penalties may also apply for providing false or fraudulent information.

CERTIFICATE OF INSURANCE



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

07/06/2026

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

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

PRODUCER McGriff, a Marsh & McLennan Agency LLC Company 10100 Katy Freeway, #400 Houston, TX 77043	CONTACT NAME: PHONE (A/C, No, Ext): 000-000-0000 FAX (A/C, No): E-MAIL ADDRESS:														
INSURED Garner Environmental Services, Inc. See attached Named Insured Schedule 952 Echo Lane, Ste. 400 Houston, TX 77024	<table><tr><th>INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr><tr><td>INSURER A : Axis Surplus Insurance Company</td><td>26620</td></tr><tr><td>INSURER B : Trumbull Insurance Company</td><td>27120</td></tr><tr><td>INSURER C : Hartford Fire Insurance Company</td><td>19682</td></tr><tr><td>INSURER D : See Attached</td><td></td></tr><tr><td>INSURER E :</td><td></td></tr><tr><td>INSURER F :</td><td></td></tr></table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Axis Surplus Insurance Company	26620	INSURER B : Trumbull Insurance Company	27120	INSURER C : Hartford Fire Insurance Company	19682	INSURER D : See Attached		INSURER E :		INSURER F :	
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INSURER D : See Attached															
INSURER E :															
INSURER F :															

COVERAGES

CERTIFICATE NUMBER: UL26FRAH

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. *LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. LIMITS SHOWN ARE INCLUSIVE OF AMOUNTS REQUESTED BY THE CERTIFICATE HOLDER AND MAY NOT REFLECT POLICY LIMIT AMOUNTS IN EXCESS OF THOSE REQUESTED. *Not Applicable in WY

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR ☒ Contractor's Pollution Liability ☒ Professional Liability GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PRO-JECT ☐ LOC OTHER:			SP007097022026	07/05/2026	05/01/2027	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 25,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
B	AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY			61UEJBU4DKM	07/05/2026	05/01/2027	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	☐ UMBRELLA LIAB ☒ OCCUR ☒ EXCESS LIAB ☐ CLAIMS-MADE DED RETENTION \$			SX007098022026	07/05/2026	05/01/2027	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 Prod/Completed Ops Agg \$ 5,000,000
C D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N ☐	N / A	61WEHBS1M7Z D - TX E - AZ, CA, FL, GA, LA, KS, KY, ND, NJ, NY, OH, OR, SC, TN, VA, WA, WY	07/05/2026	05/01/2027	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

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

The General Liability, Automobile Liability, and Excess Liability policies include a blanket Additional Insured endorsement. The General Liability, Automobile Liability, Workers' Compensation, and Excess Liability policies include a blanket Waiver of Subrogation endorsement. Coverage is primary and non-contributory as respects to General Liability, Automobile Liability and Umbrella Liability policies. In the event of cancellation by the insurance companies the General Liability, Automobile Liability and Workers' Compensation policies have been endorsed to provide (30) days Notice of Cancellation (except (10) days for non-payment). All as required by written contract, but only for liability arising out of the operations of the Named Insured and subject to policy terms, conditions, and exclusions.

CERTIFICATE HOLDER

CANCELLATION

The City of Montpelier, members of its City Council, its boards and commissions, officers, agents, and employees 783 Dog River Road Montpelier, VT 05602	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>R Michael Broadlove, Jr</i>
--	--

AGENCY CUSTOMER ID: _____

LOC #: _____

**ADDITIONAL REMARKS SCHEDULE****Page 2 of 3**

PRODUCER McGriff, a Marsh & McLennan Agency LLC Company		INSURED Garner Environmental Services, Inc. See attached Named Insured Schedule
POLICY NUMBER		
CARRIER	NAIC CODE	ISSUE DATE: 07/06/2026

ADDITIONAL REMARKS**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,****FORM NUMBER:** _____ **FORM TITLE:** _____

Workers Compensation
Policy number: 61WEHBS1M7Z
Policy tern: 07/05/2026 - 05/01/2027

States/Insurers

AZ - Nutmeg Insurance Company
CA - Sentinel Insurance Company Ltd.
FL, KS, LA - Hartford Casualty Insurance Company
GA, KY, NJ, NY - Hartford Underwriters Insurance Company
ND, OH, OR, SC, TN, VA, WA, WY - Twin City Fire Insurance Company



ADDITIONAL REMARKS SCHEDULE

Page 3 of 3

PRODUCER McGriff, a Marsh & McLennan Agency LLC Company		INSURED Garner Environmental Services, Inc. See attached Named Insured Schedule	
POLICY NUMBER		ISSUE DATE: 07/06/2026	
CARRIER	NAIC CODE		

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: _____ **FORM TITLE:** _____

Named Insured Schedule:

General Liability Policy #SP007097022026:
 Garner Environmental Services, Inc.
 Rowdy Products & Supply LLC dba Rowdy Supply
 Garner Tallahassee, LLC
 Flash Point Staffing LLC

Business Automobile Policy #61UEJBU4DKM:
 K-Solv Group LLC
 Garner Environmental Services, Inc.
 Rowdy Products & Supply LLC dba Rowdy Supply
 K-Solv Chemicals, LLC
 K-Solv Fuel Services, LLC dba K-Solv Fuel
 Garner Tallahassee, LLC
 K-Solv Equipment LLC
 K-Solv Distribution Services LLC
 Flash Point Staffing LLC

Workers Compensation Policy #61WEHBS1M7Z:
 K-Solv Group LLC
 Garner Environmental Services, Inc.
 Rowdy Products & Supply LLC dba Rowdy Supply
 K-Solv Chemicals, LLC
 K-Solv Fuel Services, LLC dba K-Solv Fuel
 Garner Tallahassee, LLC
 K-Solv Equipment LLC
 K-Solv Trailers LLC dba Performance Trailer, Inc.
 K-Solv Trailers LLC dba Turnkey Industries
 K-Solv Distribution Services LLC
 Flash Point Staffing LLC

Excess Liability Policy #SX007098022026:
 Garner Environmental Services, Inc.
 K-Solv Group LLC
 Rowdy Products & Supply LLC
 K-Solv Chemicals, LLC
 K-Solv Maritime Services, LLC
 K-Solv Fuel Services, LLC
 Garner Tallahassee, LLC
 K-Solv Management Inc.
 K-Solv Energy Services LLC
 Flash Point Staffing LLC

CERTIFICATION REGARDING LOBBYING



DEPARTMENT OF HOMELAND SECURITY
Federal Emergency Management Agency

**CERTIFICATIONS REGARDING LOBBYING; DEBARMENT, SUSPENSION
AND OTHER RESPONSIBILITY MATTERS; AND DRUG-FREE WORKPLACE
REQUIREMENTS**

O.M.B NO. 1660-0025
Expires September 30, 2017

PAPERWORK BURDEN DISCLOSURE NOTICE

Public reporting burden for this form is estimated to average 1.7 hours per response. The burden estimate includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing, and submitting the form. This collection of information is required to obtain or retain benefits. You are not required to submit to this collection of information unless it displays a valid OMB control number. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing the burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street SW, Washington, DC 20472-3100, and Paperwork Reduction Project (1660-0025). **NOTE: Do not send your completed form to this address.**

Applicants should refer to the regulations cited below to determine the certification to which they are required to attest. Applicants should also review the instructions for certification included in the regulations before completing this form. Signature of this form provides for compliance with certification requirements under 44 CFR Part 18, "New Restrictions on Lobbying" and 28 CFR Part 17, "Government-wide Debarment and Suspension (Nonprocurement) and Government-wide Requirements for Drug-Free Workplace (Grants)." The certifications shall be treated as a material representation of fact upon which reliance will be placed when the Federal Emergency Management Agency (FEMA) determines to award the transaction, grant, or cooperative agreement.

1. LOBBYING

As required by section 1352, Title 31 of the U.S. Code, and implemented at 44 CFR Part 18, for persons entering into a grant or cooperating agreement over \$ 100,000, as defined at 44 CFR Part 18, the applicant certifies that:

(a) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the making of any Federal grant, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal grant or cooperative agreement.

(b) If any other funds than Federal appropriated funds have been paid or will be paid to any other person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or an employee of Congress, or employee of a member of Congress in connection with this Federal Grant or cooperative agreement, the undersigned shall complete and submit Stand Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

c) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subgrants, contracts under grants and cooperative agreements, and subcontracts) and that all subrecipients shall certify and disclose accordingly.

Standard Form-LLL "Disclosure of Lobbying Activities" attached

☐ (This form must be attached to certification if non-appropriated funds are to be used to influence activities.)

**2. DEBARMENT, SUSPENSION, AND OTHER
RESPONSIBILITY MATTERS (DIRECT RECIPIENT)**

As required by Executive Order 12549, Debarment and Suspension, and implemented at 44 CFR Part 67, for prospective participants in primary covered transactions, as defined at 44 CFR Part 17, Section 17.510-A.

A. The applicant certifies that it and its principals:

(a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, sentenced to a denial of Federal benefits by a State or Federal court, or voluntarily excluded from covered transactions by any Federal department or agency;

(b) Have not within a three-year period preceding this application been convicted of a or had a civilian judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or perform a public a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

(c) Are not presently indicted for otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (1) (b) of this certification; and

(d) Have not within a three-year period preceding this application had one or more public transactions (Federal, State, or local) terminated for cause of default; and

B. Where the applicant is unable to certify to any of the statements in this certification, he or she shall attach an explanation to this application.

**3. DRUG-FREE WORKPLACE (GRANTEE OTHER THAN
INDIVIDUALS)**

As required by the Drug-Free Workplace Act of 1988, and implemented at 44 CFR Part 17, Subpart F, for grantees, as defined at 44 CFR Part 17.615 and 17.620-

A. The applicant certifies that it will continue to provide a drug-free workplace by;

(a) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;

(b) Establishing an on-going drug free awareness program to inform employees about-

(1) The dangers of drug abuse in the workplace;

(2) The grantee's policy of maintaining a drug-free workplace;

(3) Any available drug counseling, rehabilitation, and employee assistance programs; and

(4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;

(c) Making it a requirement that each employee to be engaged in the performance of the grant to be given a copy of the statement required by paragraph (a);

(d) Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will-

(1) Abide by the term of the statement; and

(2) Notify the employee in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such convictions;

(e) Notifying the agency, in writing, within 10 calendar days after receiving notice under subparagraph (d)(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position, title, to the applicable FEMA awarding office, i.e., regional office or FEMA office.

(f) Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph (d)(2), with respect to any employee who is convicted-

(1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation act of 1973, as amended; or

(2) Requiring such an employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

(g) Making a good faith effort to continue to maintain a drug free workplace through implementation of paragraphs (a), (b), (c), (d), (e) and (f).

B. The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant:

Place of Performance (Street address, City, County, State, Zip code)

952 Echo Lane, Suite 400, Houston, Texas 77024

☐

There are workplaces on file that are not identified

Sections 17.630 of the regulations provide that a grantee that is a State may elect to make one certification in each Federal fiscal year. A copy of which should be included with each application for FEMA funding. States and State agencies may elect to use a state wide certification.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL	TITLE
	Executive Vice President
APPLICANT ORGANIZATION	DATE SUBMITTED
Garner Environmental Services, Inc.	7/21/2026

ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

NOTE: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee- 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).
14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.
19. Will comply with the requirements of Section 106(g) of the Trafficking Victims Protection Act (TVPA) of 2000, as amended (22 U.S.C. 7104) which prohibits grant award recipients or a sub-recipient from (1) Engaging in severe forms of trafficking in persons during the period of time that the award is in effect (2) Procuring a commercial sex act during the period of time that the award is in effect or (3) Using forced labor in the performance of the award or subawards under the award.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL	TITLE
	Executive Vice President
APPLICANT ORGANIZATION	DATE SUBMITTED
Garner Environmental Services, Inc.	7/21/2026

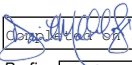
Standard Form 424B (Rev. 7-97) Back

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C.1352

Approved by OMB

0348-0046

1. * Type of Federal Action: ☐ a. contract ☒ b. grant ☐ c. cooperative agreement ☐ d. loan ☐ e. loan guarantee ☐ f. loan insurance	2. * Status of Federal Action: ☐ a. bid/offer/application ☒ b. initial award ☐ c. post-award	3. * Report Type: ☒ a. initial filing ☐ b. material change
4. Name and Address of Reporting Entity: ☒ Prime ☐ SubAwardee * Name Garner Environmental Services, Inc. * Street 1 952 Echo Lane, Suite 400 Street 2 * City Houston State Texas Zip 77024 Congressional District, if known:		
5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime: 		
6. * Federal Department/Agency: N/A	7. * Federal Program Name/Description: CFDA Number, if applicable:	
8. Federal Action Number, if known: 	9. Award Amount, if known: \$	
10. a. Name and Address of Lobbying Registrant: Prefix * First Name N/A Middle Name * Last Name N/A Suffix * Street 1 Street 2 * City State Zip		
b. Individual Performing Services (including address if different from No. 10a) Prefix * First Name N/A Middle Name * Last Name N/A Suffix * Street 1 Street 2 * City State Zip		
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure. * Signature:  Completed on submission to Grants.gov * Name: Prefix * First Name Danny Middle Name * Last Name Maldonado Suffix Title: Executive Vice President Telephone No.: Date: 7/24/2026 Completed on submission to Grants.gov		
Federal Use Only:		Authorized for Local Reproduction Standard Form - LLL (Rev. 7-97)

NON-COLLUSION AFFIDAVIT



NON-COLLUSION AFFIDAVIT

The undersigned bidder or agent, being duly sworn on oath, says that he/she has not, nor has any other member, representative, or agent of the firm, company, corporation or partnership represented by him, entered into any combination, collusion or agreement with any person relative to the price to be bid by anyone at such letting nor to prevent any person from bidding nor to include anyone to refrain from bidding, and that this bid is made without reference to any other bid and without any agreement, understanding or combination with any other person in reference to such bidding.

He/She further says that no person or persons, firms, or corporation has, have or will receive directly or indirectly, any rebate, fee gift, commission or thing of value on account of such sale.

OATH AND AFFIRMATION

I HEREBY AFFIRM UNDER THE PENALTIES FOR PERJURY THAT THE FACTS AND INFORMATION CONTAINED IN THE FOREGOING BID FOR PUBLIC WORKS ARE TRUE AND CORRECT.

Dated this 1 day of July, 2026

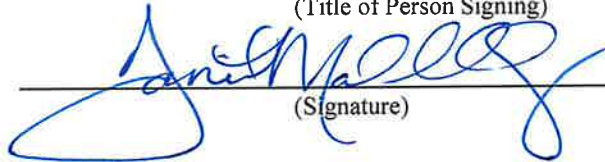
Garner Environmental Services, Inc.

(Name of Organization)

Danny Maldonado

Executive Vice President

(Title of Person Signing)



(Signature)

ACKNOWLEDGEMENT

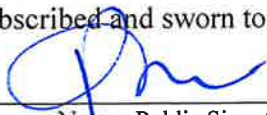
STATE OF Texas)

) ss

COUNTY OF Harris)

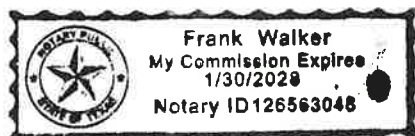
Before me, a Notary Public, personally appeared the above named and swore that the statements contained in the foregoing document are true and correct.

Subscribed and sworn to me this 1 day of July, 2026.



Notary Public Signature

My Commission Expires: 1/30/2028





APPENDIX





Resumes

See all key personnel resumes below.

CAITLIN RINGWOOD



Executive Recovery Advisor | Program Director

PROFESSIONAL SUMMARY

Management consulting professional and senior project manager with over 11 years of experience in Federal disaster recovery grant programs, monitoring and compliance, and program delivery for public sector clients. Proven ability to navigate complex funding streams, facilitate stakeholder coordination, and develop strategies to expedite project completion and financial closeout. Demonstrated success in leading high-profile recovery and resiliency efforts, providing strategic advisory services to state and local governments, and optimizing Federal funding opportunities. Drives corporate growth through business development, and fosters public-private partnerships to expand finance, grants, and program management service lines.

PROFESSIONAL EXPERIENCE

Director of Business Development for New York and New Jersey | Tidal Basin Government Consulting I (April 2024-February 2025)

- Developed plan and executed 5-year growth strategy for Finance, Grants, and Program Management (FGPM) service line
- Facilitated cross-functional collaboration between Operations and Business Development to maintain existing Client relationships and identify and pursue new opportunities
- Worked with Lobbyists to establish company/service line priorities, included pushing for meetings with state and local stakeholders, prospective Clients, and teaming partnerships

Senior Project Manager, Management Consulting Services | Tidal Basin Government Consulting I (March 2020-November 2024)

- Served as the NYS Division of Homeland Security & Emergency Services (DHSES) Hurricane Sandy Executive Recovery Lead for the FEMA Public Assistance Grant Program
- Performed data analysis and review of performance metrics to make strategic recommendations to State's Executive Leadership team to expedite closure of a \$14.9 billion Federally declared disaster
- Participated in the development of various disaster specific guidance (e.g., 428 Public Assistance Alternative Procedures Pilot Program Closeout SOP)
- Facilitated stakeholder coordination and engagement among state, local, and federal agencies to expedite completion of recovery and resiliency work with multiple funding sources
- Oversaw the daily operations and workload of sixty-three Contractors staffing DHSES's Public Assistance Program. Acted as liaison between DHSES and Tidal Basin to maintain corporate adherence to State accountability and reporting requirements

CONTACT

 Hoboken, New Jersey

 (315) 952-6915

 CRingwood@Garner-es.com

EDUCATION

Master of International Development and Urban Policy
The New School for School Research
New York, New York

Bachelor of English and Textural Studies
Syracuse University
Syracuse, New York

CAITLIN RINGWOOD

Executive Recovery Advisor | Program Director



PROFESSIONAL EXPERIENCE CONTINUED

Project Manager and Recovery Lead | Adjusters International | (January 2014-March 2020)

- Supported NYS DHSES as the Hurricane Sandy Disaster Assistance Officer and later Manager
- Provided administrative guidance to over 4k Subrecipients of FEMA funding on programmatic compliance requirements of the grant program
- Reviewed progress payment requests and supporting documentation packages and processed payments to Subrecipients for over \$1 billion in FEMA grant funding for the incremental completion of repair and mitigation activities funded under the Public Assistance Program.

ACCOMPLISHMENTS

City of Long Beach, NY - Wastewater Treatment Plant Hazard Mitigation

Reviewed version request documentation, facilitated plan approval, and stakeholder coordination to execute a funding strategy for a \$78 million FEMA Public Assistance Hazard Mitigation Plan to relocate wastewater treatment operations from the City of Long Beach to Nassau County's Bay Park Wastewater Treatment Plant as part of the larger Western Bays Resiliency Initiative.

DHS OIG Audits

Supported NYS DHSES Recovery Finance in preparing project summaries, reviewing documentation, and organizing documentation in response to the Department of Homeland Security's (DHS) Office of Inspector General (OIG) audit findings. Notable audits supported include: "FEMA Did Not Properly Review the Port Authority of New York and New Jersey's Request for \$306 Million in Public Assistance Funds" and "FEMA Needs to Improve Its Oversight of the Sheltering and Temporary Essential Power Pilot Program".



DONALD LACROIX

Program Manager



CONTACT

📍 Water Springs, Florida

📞 (407) 416-9817

✉️ DLacroix@Garner-es.com

CERTIFICATIONS

- Insurance Adjuster License (CA All Lines, #W004570, Issued 2010)
- Certified Grants Manager, Management
- Concepts (2009)
- 70+ FEMA EMI and Knowledge Center
- Courses (Transcript Available)
- Specialized Training: RSMeans, PAAP,
- EMMIE, NEMIS

AWARDS & RECOGNITION

- FEMA Certificate of Appreciation – Hurricane Sandy (2014)
- FEMA Certificate of Appreciation – Hurricane Katrina (2006)

SECURITY CLEARANCE

- Public Trust – Moderate Risk
| Badge Expiration:
02/08/2025

PROFESSIONAL SUMMARY

Results-driven emergency management professional with over 25 years of experience in FEMA Public Assistance (PA), disaster recovery operations, debris management, closeout, and grants compliance. Proven leadership across high-profile federally declared disasters, including Hurricanes Katrina, Sandy, and the COVID-19 pandemic. Extensive background in managing large teams, navigating complex regulatory environments, and delivering audit ready outcomes across state and local government programs. Licensed Insurance Adjuster and Certified Grants Manager with Public Trust Security Clearance.

PROFESSIONAL EXPERIENCE

Senior Project Manager | Adjusters International / Tidal Basin | (2015-Present)

- Managed 50+ personnel on DR-4085 and DR-4480 recovery operations in New York, overseeing over \$19B in federal grants.
- Led compliance reviews in response to OIG audits and developed reports for NYS DHSES leadership.
- Interfaced with high-profile subrecipients (Port Authority, MTA, NYC OMB) and provided FEMA policy guidance and eligibility advocacy.
- Directed large-scale closeout and reconciliation efforts for COVID-19 medical sheltering, childcare, and hospital support programs.

Task Force Lead & Debris Specialist | URS / NISTAC | (2012-2015)

- Supervised FEMA Public Assistance and debris operations totaling \$1B in Hurricane Sandy response.
- Delivered QA/QC on PWs, SITREP preparation, and technical support to FEMA/state writing teams.
- Performed direct coordination with FEMA HQ, NYS DHSES, and major urban subrecipients.

Closeout Specialist | FEMA Region IV | (2008-2012)

- Responsible for program oversight and closeout for 8 federally declared disasters across Florida.
- Led eligibility reviews, FIR preparation, and insurance reconciliation efforts for state/local applicants.
- Served as primary liaison during OIG conferences and interagency briefings.

Debris & Demolition Specialist | URS Corporation | (2005-2008)

- Oversaw demolition and debris removal of over 100 structures post-Katrina, including environmental/historical compliance (New Orleans).
- Managed field teams, executed site surveys, and supported public outreach during sensitive operations.



DONALD LACROIX



Program Manager

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SECURITY CLEARANCE

- Public Trust – Moderate Risk
| Badge Expiration:
02/08/2025



ROY SOYA

Public Assistance Program Manager



EDUCATION

- MBA, Finance, Syracuse University, Syracuse, NY, 1985
- March Program Studies, Syracuse University, Syracuse, NY, 1985
- BA, Business Administration, Upsala College, East Orange, NJ, 1982

CERTIFICATIONS

- IS-212.b: Intro to Unified Hazard Mitigation Assistance
- IS-329.a: State Mitigation Planning Training
- IS-700.b: Intro to National Incident Management System
- IS-800.d: Intro to National Response Framework

ACHIEVEMENTS

- Secured \$1.06B in grant awards (2019-2025)
- \$1B PW obligations
- 125 PW amendments
- 110 closed out PWs
- \$100M HMGP funding
- \$25M IRA incentives

PROFESSIONAL SUMMARY

Raymond Soya is a proven and dynamic leader with over 40 years of experience building consensus and advancing high-level strategies to guide corporate and governmental decision-making, with a strong focus on grants management and disaster recovery. He has an exceptional record of maximizing federal and state funding opportunities to achieve client objectives and milestones, having supported five large-scale disasters over the past thirteen years. His disaster recovery expertise includes leading recovery efforts for Superstorm Sandy, Tropical Storm Isaias, the COVID-19 pandemic, Winter Storm Jonas, and Hurricane Ida. Raymond brings a unique perspective shaped by his diverse experience across both public and private sectors. This blended expertise enables clients to benefit from a comprehensive understanding of federal program requirements and strategic compliance practices. Leveraging his in-depth knowledge of 2 CFR and federal funding mechanisms, Raymond helps clients maximize and retain funding in a fully compliant manner. His strategic, solutions-oriented approach to grants management ensures clarity from the outset, proactively identifies and mitigates risks, and promotes audit readiness through early documentation and transparent processes.

PROFESSIONAL EXPERIENCE

APTIM | Program Director, New York, NY | 04/2025–Present

Oversees disaster recovery projects by delivering technical support, advisory services, and supervision of federally funded programs aimed at assisting public agencies and commercial businesses throughout the recovery lifecycle. Services provided include project delivery, staff augmentation, strategic planning, continuity of operations, and emergency management planning. Additionally, designs and facilitates emergency management training and live exercises, while providing leadership for response and recovery operations. Assists applicants in determining eligibility for emergency and permanent work projects, including debris removal, protective measures, and infrastructure repair.

Utilizing his deep understanding of 2 CFR, he leads the compliance oversight for the Department of Energy's (DOE's) HOMES (provides rebates for energy efficiency upgrades in residential properties) and HEAR (electrification upgrades) programs managed by APTIM for North Carolina Department of Environmental Quality (DEQ). This includes the development of stringent compliance framework to maintain accurate record keeping of applicant information, contractor validation, timekeeping conformance, and invoice integrity.

The Port Authority of New York and New Jersey | 07/2017 – 04/2025

General Manager, SMRO/Grants Office, 06/2020– 04/2025

Provided oversight to ensure strategic, operational, and capital alignment for the pursuit and delivery of grant funded projects and initiatives to meet the Agency's needs, while promoting resiliency and sustainability. Drove the Port Authority's mission in the recovery from Superstorm Sandy in combination with the creation of a fiscally prudent and comprehensive Federal Funding & Grants Strategy aligned with the Bipartisan Infrastructure Law (BIL) and Inflation Reduction Act (IRA). Built the foundation to enhance the Agency's management of grants and other funding pursuits in support of the \$32B Capital Plan designed to maximize federal and state funding opportunities. Supervised the implementation of actionable strategies for the securing of grant funding identified under the Bipartisan Infrastructure Law and the Inflation Reduction Act. Over the course of his Port Authority tenure, Raymond secured more than \$1.06B in non-disaster grant awards, \$1 billion in FEMA Project Worksheet (PW) obligations, 125 PW amendments, and \$100 million in FEMA Hazard Mitigation Grant Program (HMGP) funding. Oversaw the compilation and submission of over 100 Sandy closeout packages to FEMA, including transmission of 100% HMGP and 90% PA packages. Served as Accountability Officer for the COVID-19 pandemic.



ROY SOYA

Public Assistance Program Manager



PROFESSIONAL EXPERIENCE CONTINUED

In conjunction with the implementation of the Agency's Federal Funding & Grants Strategy, the applications Raymond managed, wrote, and submitted are summarized and include:

Law Enforcement Technology: PAPD received \$2M from BJA for body-worn camera implementation. ☒ Selected

Major Infrastructure Projects: DOT submitted high-value proposals including:

\$10B for PABT Redevelopment (MEGA)

\$135M for Port Newark Berths (INFRA)

\$187M for PIDP Berths Replacement ☒ Selected

Sustainability & Clean Energy: EPA and DOT proposed multiple clean energy and decarbonization initiatives, including:

\$802M for zero-emissions port projects ☒ Selected (largest EPA 2025 CPP award)

\$51M for GSE vouchers

\$36M for EV charging infrastructure

Transportation Innovation: SMART and RAISE programs support ITS upgrades, solar storage, and multimodal access, including:

\$2M for GWB C-V2X Pilot ☒ Selected

\$125M for NEC Station Access

Environmental Resilience: FEMA BRIC and HMGP grants target climate risk and flood protection: Multiple projects selected, including EWR, PATH, and NJ Marine Terminal

Port & Freight Emissions Reduction: DOT and EPA proposed:

\$5M for truck retirement

\$6M for low carbon fuel incentives

\$5M for DERA truck replacement ☒ Selected

Airport & Aviation Projects: FAA and SCASDP proposals include:

\$1.2M for REDI energy initiative

\$1.2M for Stewart Airport carrier incentives Transit Accessibility & Innovation: FTA supported:

\$2M PATH ADA feasibility study ☒ Selected

\$1M autonomous bus retrofit

State-Level Clean Energy: NJBPU and NYSEDA:

\$10M for fleet electrification ☒ Selected

\$60M for JFK decarbonization

Senior Program Manager, SMRO, 07/2017– 06/2020

Led a cross-functional team of more than 100 engineering, project management, and facility professionals who were integral to the development of the project scope and cost to maximize grant obligations. Oversaw the reimbursement of over \$370M in Sandy recovery. Led the Port Authority's response to FEMA's Holland Tunnel OIG audit, protecting the \$340M PW obligation. Negotiated and delivered over \$750M in additional Sandy obligations.

AECOMI 07/1998 – 07/2017

Sr. Program Manager, SMRO (consultant to Port Authority), 06/2013 – 07/2017

Established the Port Authority's organizational structure to manage the Superstorm Sandy recovery. Authored and developed the integrated database to unify internal and external platforms, leading to the Quick Base grants management system of record. Spearheaded the preparation of competitive grant applications of over \$1.3B of FTA funding and over \$600M in FEMA HMGP grant funding, resulting in \$212M FTA and \$75M FEMA competitive grant awards. Established the compliance methodology for the development, review, and delivery of quarterly reporting for the Sandy program. Instituted the Knowledge Transfer program to convey consultant Public Assistance program proficiency to enhance Port Authority staff expertise.

Recovery Team Leader, Superstorm Sandy Task Order, 10/2012– 06/2013

Led a 25-person multi-disciplined team to conduct over 1,500 Sandy damage assessments in Brooklyn and Queens, New York City. As part of this effort, directed the inspection compliance and coordinated with construction teams as part of the NYC Rapid Repairs program. Under a FEMA Task Order, led a survey team to assess over 1,000 residences in Nassau and Suffolk Counties utilizing FEMA's Substantial Damage Estimator (SDE) tool.



ROY SOYA

Public Assistance Program Manager



PROFESSIONAL EXPERIENCE CONTINUED

Interim Division Manager, New York Office, 07/1998 – 02/2002

Managed a 60-person A/E office including a dedicated multi-disciplined aviation design team. Delivered the design of the \$1.3B JFK American Airlines terminal (T8). Oversaw a site condition analysis for the MBTA's \$5B Capital Program. Directed the day-to-day operations for the New York office including the management of a \$5.3M annual operating budget.

HOK | Vitetta Group | CUH2A (HDR) | Program Planner & Project Manager, 10/1985 – 07/1998

Led a variety of projects in the master planning and design of solutions. Guided the strategic planning for a new 625K SF Pfizer research facility. Directed the master planning of the Campbell Soup 575K SF HQ. Planned and programmed over \$1M SF for South Woods State Prison. Led the facility assessment and master planning of the Penn Station Reimagining Plan to renovate and modernize the station. Developed the strategic plan for 500K SF of JP Morgan's downtown NYC office space. Implemented a youth mentoring program at Garrett Morgan Academy.





THOMAS HARLAN

FEMA Public Assistance Specialist



CONTACT

📍 Mobile, Alabama

📞 (251) 404-1889

✉️ SHarlan@Garner-es.com

CERTIFICATIONS

- FEMA University Coursework & Certifications
- DVS Training at CRC East PA Ops 1
- PA Ops 2
- Hazard Mitigation
- Cost Estimating Format (CEF) RS Means Estimating

PROFESSIONAL SUMMARY

- More than twenty years of experience in Disaster Recovery Consulting, FEMA Public Assistance grants management, and Catastrophe Insurance Adjusting for ice/wind/hailstorms, hurricanes and tropical storms, an earthquake, and tornadoes across the country.
- Deep knowledge of FEMA PAPPG; working knowledge of CFR 44 and 2 CFR part 200. Formulated +1,250 Category A-G FEMA Project Worksheets for damages to roads, bridges, culverts, public housing developments, schools, parks, PNP facilities, hospitals, boat harbors, flood gates, and various other government facilities and infrastructure. Managed FEMA PA subgrant applications resulting in reimbursements totaling +\$1.1B.
- Developed hundreds of 406 Hazard Mitigation Proposals for FEMA Category C-G projects totaling nearly \$200M.
- Extensive knowledge and experience in scoping damages, preparing cost estimates (FEMA cost estimates, CEFs, cost comparison estimates), and cost validations for FEMA Project Worksheets and Hazard Mitigation Proposals. Completed FEMA cost estimates and CEF estimates totaling +\$1B.
- Successfully resolved thousands of complex project issues with HMPs, CEFs, and insurance reductions.
- Proficient in FEMA Grants Manager/Grants Portal, Integri-Claim, Xactimate, R.S. Means, EMMIE, and certain states' PA grants management portals.

PROFESSIONAL EXPERIENCE

Senior Project Manager (Disaster Recovery Consultant) | Grant Rite Management Corporation (2022-Present)

- Responsible for managing FEMA PA disaster recovery for clients including municipalities, public utilities, and critical infrastructure nonprofits for multiple open disasters: project strategy and overall approach, formulating PWs, responding to RFIs, tracking project statuses, performing QA/QC to ensure accuracy and quality, submitting requests for reimbursements (RFRs), completing project closeouts, providing guidance and expert policy knowledge to clients, addressing appeals, as necessary, and attending and leading meetings with internal team, clients, state agencies, and federal agencies.
- Advocacy, communication, and coordination on behalf of clients with FEMA and respective State Emergency Management agency to maximize reimbursement through FEMA's PA program.
- Examples of representative work include:
 - All phases of FEMA PA claims process for a large municipal utility authority due to Remnants of Tropical Storm Ida (DR4614-NJ). Prepared, tracked, and managed complex temporary and permanent work projects and hazard mitigation proposals, including responding to and successfully resolving challenging EHP issues, FEMA RFIs, and appeals to secure reimbursements totaling +\$50M.
 - All phases of FEMA PA claims process for a coastal municipality in Southern Maine to recover devastating losses as a result of consecutive storms and severe flooding (DR4696-ME; DR4764-ME; DR4785-ME). Prepared, tracked, and managed complex temporary and permanent work projects, including challenging and high-sensitivity beach restoration projects, and hazard mitigation proposals.
 - Processing and preparing +\$300M in COVID-19 claims for one of the largest integrated health networks in the northeast consisting of 10 local health systems and 32 laboratory facilities (DR4522-ME).



THOMAS HARLAN

FEMA Public Assistance Specialist



PROFESSIONAL EXPERIENCE CONTINUED

Technical Assistance Contractor I Project Time & Cost (PTC) (subcontractor to FLUOR) (2019-2022)

- Document Validation Specialist at FEMA CRC East. Validated and completed over \$168M of Cat A, B, and C PWs on the Completed Work team. Managed FEMA Sub-grant applications resulting in grants totaling +\$902M. Reviewed 2,150 FEMA PWs for possible HMPs and Cost Estimating Format issues as well as insurance reductions. Completed cost comparison estimates and cost validations for FEMA HMPs, PWs and CEFs for QA/QC review. Completed Hazard Mitigation reviews in Grants Manager.

Technical Assistance Contractor I Cunningham Lindsey/Sedgwick (subcontractor to AECOM) (2004-2019)

- Hazard Mitigation Specialist for the FEMA CRC in Winchester, VA from 2018 to 2019.
- Hazard Mitigation Specialist and CEF Specialist in Louisiana from 2017 to 2018.
- Project Specialist and Cost Estimator in Texas from 2016 to 2017.
- Member of Special Public Assistance assignment overlooking housing repairs and replacement on the OST Reservation in South Dakota from 2015 to 2016. Hazard Mitigation Specialist and Project Specialist for flooding in South Dakota in 2015.
- State Project Specialist and Closeout Specialist in Florida from 2014 to 2015.
- Mitigation and Project Specialist for Superstorm Sandy in New York City from 2013 to 2014.
- CEF Specialist for flooding from Tropical Storm Irene in Vermont in 2012.
- Hazard Mitigation and CEF Specialist Lead for Missouri flooding and tornados from 2010 to 2012 encompassing 4 disasters.
- CEF Disaster Lead for Massachusetts flooding and tornados in 2010.
- CEF Disaster Lead for Kansas flooding and tornados in 2009.
- Mitigation and CEF Disaster Lead and Project Specialist for Alabama flooding and tornados in 2009.
- CEF Disaster Lead for Iowa flooding and tornados in 2008 and 2009.
- Project Specialist for Hurricane Katrina in Louisiana in 2007 and 2008.
- Project Specialist for flooding across Maine in 2007.
- Project Specialist and Lead Insurance Specialist for flooding across the state of Louisiana in 2006 and 2007. Project Officer and Lead Insurance Specialist for the flooding in El Paso, TX in 2006.
- Project Specialist for Hurricane Wilma in Miami in 2005 and 2006.
- Project Specialist for Hurricane Dennis in the Florida panhandle in 2005.
- Project Specialist and Insurance Specialist for Hurricane Ivan in the Florida panhandle in 2004 and 2005.



PROFESSIONAL EXPERIENCE

Laura leads Grant Rite Management's Disaster Recovery and Grant Management Consulting practice. She has a deep industry knowledge of federal disaster recovery grant programs, including programs funded through the American Rescue Plan and CARES Acts, CDBG-CV, CDBG-DR, FEMA PA, FHWA-ER, and FEMA HMGP. She has 16 years of experience in communications, grant writing, community development project management, and grant management and administration, including 13 years of disaster recovery consulting experience. Primarily supports governmental and other clients in the full life cycle of administering grant programs, from program design to closeout, ensuring maximization of eligible reimbursement. Experience guiding various governmental clients, public utilities, healthcare and education clients, and other PNPs in the development and execution of their grant administration programs, long-term recovery strategy development and implementation, monitoring and compliance, and readiness for project and program closeouts. Expertise in the areas of policy and regulations, executive disaster recovery strategy and planning, program management, FEMA Section 428 Public Assistance Alternative Procedures program, and resolution of complex appeals and arbitration. Laura helped form Grant Rite Management in 2015 and became full owner and CEO as of 2025.

PROFESSIONAL EXPERIENCE

Disaster Recovery & Grants Management Experience

Contracted by governmental clients, public utilities, universities, school districts, one of largest integrated health systems in the northeast, and other private nonprofits to identify and secure funding for disaster reimbursements, infrastructure upgrades, green infrastructure improvements, 404 hazard mitigation, resiliency, security improvements and various other client-specific projects through FEMA PA, various competitive state and federal DR and non-DR grant programs and other long-term, low-interest funding programs. Works with clients to understand their capital improvement plans and financial objectives and align them with the right funding opportunities to bring those objectives to life. Successfully secured and managed compliance of hundreds of millions of dollars in grant funding for clients across various states and multiple disasters.

COVID-19 Disaster Recovery: FEMA PA, American Rescue Plan Act and CARES Act Funding Programs Contracted by various municipalities, public utilities and PNPs to manage COVID-19 emergency/disaster relief claims and reimbursement process from initial response phase through closeout. Executive strategy development and program management for all COVID PA clients and applications, CARES Act clients and reimbursement claims, and SLFRF American Rescue Plan Act fund management and compliance reporting.

Contracted by multiple municipal clients to develop and administer their internal grant programs. Responsible for designing the program terms and guidelines, developing grant applications, all communications with program applicants, eligibility review of grant applications, developing and maintaining the grant program record keeping system to protect clients in the event of a potential future audit, and assisting with the disbursement of grant awards totaling millions of dollars to applicants.

EDUCATION

BA in English Literature,
Governmental Affairs, McGill
University

PROFESSIONAL EXPERIENCE CONTINUED

Executive Liaison to NYS DHSES leadership, responsible for leading the Public Assistance program and strategy for the Superstorm Sandy Recovery. Developed executive level strategy with DHSES Deputy Commissioner, Chief of Finance, and Chief of Public Assistance (based in Albany, NY) for PA recovery operation in NYC, including proposals/recommendations for courses of action to resolve high-level/sensitive issues. Represented DHSES executive leadership in high-level communication/ coordination with FEMA Region 2 executive leadership, high-profile political, private non-profit (PNP), municipal, and other state and federal officials. Developed PA program policy with DHSES and FEMA leadership; developed official responses to Congressional inquiries; and supervised strategic management of DHSES' PA operation, contract staff, and administration of billions of dollars in grant funding.

KAREN HORN

Community Resilience and Recovery Advisor



PROFESSIONAL SUMMARY

Municipal project management, public policy, and legislative advocacy professional with more than 40 years advancing the interests of local governments. Founder of KB Horn LLC, providing municipal representation, grant writing, and project support for disaster recovery, hazard mitigation, community adaptation, resilience, and local priority projects. Previously directed advocacy and public policy for the Vermont League of Cities and Towns (VLCT) for 36 years, shaping state and federal policy on climate resilience, land use and housing, water quality, taxation, and governance. A trusted advocate with Vermont's Legislature, Administration, and Congressional Delegation across all political parties.

- 36 years directing statewide advocacy and public policy for VLCT, serving all Vermont cities and towns.
- Grant writing and program administration, including CDBG-DR, community development, and a \$10M economic development loan program.
- Deep expertise in climate adaptation, resilience, hazard mitigation, land use, and emergency preparedness planning.
- Extensive leadership on state and local boards and commissions, including the VT Climate Council's Rural Resilience and Adaptation Taskforce and the Moretown Planning Commission (Chair).
- Skilled communicator and coalition builder: author of ~600 legislative updates, frequent media source, trainer of local officials, and liaison to the National League of Cities and nongovernmental partners.

PROFESSIONAL EXPERIENCE

Owner — KB Horn LLC, Moretown, VT (2024 – Present)

- Provides strategy, grant writing, and project support to local governments on disaster recovery, community development, climate adaptation, resilience, land use, and community engagement.
- Wrote CDBG-DR for Waterbury resilience project; developed Volunteer Addendum to Hardwick's Local Emergency Management Plan; represents the Green Mountain Water and Environment Association in the Vermont Legislature.

Director, Advocacy & Public Policy — Vermont League of Cities and Towns (1987 – 2023)

- Directed VLCT public policy and advocacy on environment, energy, climate action, equity, land use, housing, labor, governance, transportation, water quality, appropriations, taxation, and education funding.
- Served on VLCT's management team; helped create the VLCT Law Center and Municipal Assistance Center; supervised advocacy and legal assistance staff.
- Built VLCT Advocacy's statewide communications and media presence; staffed five VLCT policy committees and served on state advisory committees to the DEC Commissioner and VTrans Secretary.

Director, Economic Development Set-Aside Program — Boston, MA (1985 – 1987)

- Administered \$10M municipal loan program for the MA Executive Office of Communities & Development.

Economic & Community Development Specialist — State of Vermont (1982 – 1985)

- Helped launch Vermont's new CDBG program; administered the Vermont Futures employment program.

EDUCATION

M.A., Political Science,
University of Vermont (1982)

B.A., Political Science, McGill
University (1978)

CURRENT APPOINTMENTS

Rural Resilience & Adaptation
Taskforce, VT Climate Council

Chair, Moretown Planning
Commission

Moretown Local Hazard
Mitigation Plan Committee

NPS Rivers, Trails &
Conservation Assistance
collaborative (five Winooski
River towns)

KRISTIN GOUSSE

Appeals and Policy Specialist



CONTACT

📍 Stanton, Kentucky

📞 (352) 346-2248

✉️ KGousse@Garner-es.com

EDUCATION

J.D.
Florida State University College
of Law Dean's List Honoree Fall
2013

Florida Bar Association
Member Number: 1001889

Bachelor of Science: Psychology
Florida State University

CERTIFICATIONS

- ICS 300
- ICS 400
- IS-42.A: Social Media in Emergency Management
- IS-230.E: Fundamentals of Emergency Management
- IS-201: Forms used for the Development of the Incident Action Plan
- IS-235.C: Emergency Planning
- IS-241.C: Decision Making and Problem Solving
- IS-242.C: Effective Communication
- IS-703.B: NIMS Resource Management
- IS-2200: Basic Emergency Operations Center Functions
- FEMA US&R Course Code: 9P6131 – Technical Information Specialist
- NIMS ICS All-Hazards Situation Unit Leader
- NIMS ICS All-Hazards Public Information Officer
- NIMS ICS All-Hazards Planning Section Chief
- NIMS ICS All-Hazards Deputy Incident Commander

PROFESSIONAL SUMMARY

With over seven years of experience in the emergency management industry, Kristin has a proven track record of leveraging legal expertise and strategic planning to navigate complex crises. A graduate of Florida State University College of Law and licensed to practice law in the state of Florida, Kristin has specialized in legal aspects of emergency management, including legislation, regulatory compliance, and contract negotiation. Kristin has worked on high-stakes projects, including mass vaccination sites during the COVID-19 pandemic, emergency response to hurricanes, and remediation of environmental disasters such as gypsum stack failures. Kristin is skilled in reviewing and negotiating emergency response contracts, overseeing budgets, and ensuring regulatory compliance across various disaster management initiatives. Kristin combines legal acumen with hands-on emergency management expertise, making them a trusted advisor and leader in crisis situations.

PROFESSIONAL EXPERIENCE

Senior Project Manager | Garner Environmental Services, Inc | Hurricane Helene Response Raleigh, NC (2024-Present)

- Provided logistical support in the SEOC by receiving missions/requests from stakeholders and coordinating the operational execution of said requests.
- Oversaw the completion of over 250 requests from equipment, sanitation, personnel, and other relevant services.
- Worked with Stakeholders on developing more efficient ways of tracking requests, purchase orders, and invoices.

Senior Project Manager | Garner Environmental Services, Inc | NYC Asylum Seeker Legal Aid New York, NY (2024-Present)

- Collaborated with and consulted NYCCEM on interpretation of new city legislation regarding the housing and sheltering of asylum seekers throughout New York City.
- Managed legal teams in the operation and implementation of the City's Extenuating Circumstances application and interview processes.

Mission Manager | Garner Environmental Services, Inc | LSA for Hurricane Ian Response Fort Myers, FL (2022)

- Served as mission manager for 2 Type 1 LSA's during Hurricane Ian in Fort Myers, Florida
- Responsible for receiving, organizing and vetting all incoming missions in WebEOC.
- Personally managed and oversaw the completion of over 800 missions ranging from equipment, sanitation, personnel, and other relevant services.
- Developed procedures for mission tracking and equipment accountability.

Logistics Section Chief | Piney Point Incident Piney Point, FL (2021)

- Served as ICS Logistics Section Chief in response to the Piney Point Gypstack Incident in Manatee County, Florida.
- Deployed to both the Manatee County EOC, as well as on site at Piney Point HRK Holding Facility.
- Oversaw logistics and inputting all resource requests into WebEOC and working with contracted vendors to mobilize said resources on site.
- Coordinated with state and contracted personnel to ensure all operations are being properly executed and that all resources needed are provided



CHRISTOPHER HOLMES



Garner

Procurement & Grants Compliance Specialist

CONTACT

📍 Delanson, New York

📞 (581) 903-4724

EDUCATION

**Bachelor of Science
Psychology**
Union College
Schenectady, New York

CERTIFICATIONS

- Governor's Office of Employee Relations (GOER) Basic and Advanced Facilitator
- Emergency Management Accreditation Program Assessor Training
- FEMA Resident Emergency Management Institute Nuclear Planner
- FEMA Certificate for completion of Emergency Management Professional Development Series
- Distribution Leadership Training
- Intelligence Oversight Inspector General Certification
- Military Intelligence Officer Transition Course
- US Army Field Artillery Officer Basic and Advanced Course
- Special Weapons Supervisor/Assembler
- Joint Air Load Planner
- Joint Targeting

PROFESSIONAL EXPERIENCE

Director of Emergency Management | Present Office of Parks, Recreation and Historic Preservation | (2018-Present)

- Responsible for creation of agency emergency management policies and procedures for response and recovery operations to include development of the agency Emergency Management Operations Protocol, Significant Incident Reporting Protocol and Continuity of Operations plan.
- Duties include creation and delivery of emergency management response, mitigation and recovery training programs, management of all agency Federal Emergency Management Public Assistance grants, oversight of agency Housing and Urban Development resiliency grants, integration of Park Police and OPRHP Operations incident action planning and coordination of agency support as directed under the Executive Chamber Emergency Management Operations Protocol.

SEMO | NYISOEM | DHSES | (1997-2018)

Recovery Section Chief and DHSES Public Assistance Program Manager | New York State Emergency Management Office | (2003-2018)

- Responsible for supervision of 28 full-time, 200 part-time hourly, and at peak surge periods more than 250 contract support personnel. Responsible for management of all aspects of the Federal Emergency Management Agency's Public Assistance grants and disaster declaration process, including damage assessment, development of Governor's requests for Stafford Act Major and Emergency Presidential Declarations, formulation of joint Federal/State disaster recovery organizational structure, development of disaster specific guidance, grant formulation, project payment and grant close out procedures.
- Managed more than 17,000 active infrastructure repair grants valued at \$16 billion for more than 1,500 applicants.
- Serve as senior advisor to Deputy Commissioner and Commissioner of DHSES for Recovery Public Assistance issues. Represented NY State on FEMA's National Public Assistance Steering Committee. Developed input to and responses for national and State legislation related to public assistance law, regulation and policy.

Stockpile Manager and Regional Director | New York State Emergency Management Office | (1997-2003)

- During this period assigned as lead for: Generator Task Force (Ice Storm 1998), Y2K Response Division Supervisor, World Trade Center 9/11 Mobilization Center Manager/ Deputy State Coordinating Officer for Operations/ Deputy State Coordinating Officer.
- Provided support to more than 60 Emergency Operations Center activations at State, County, and City level in positions ranging from liaison officer to section chief for State operations, logistics, and planning sections. Responsible for supervision of up to 50 personnel during section chief assignments.

Facilitator | National Defense University Center for Global Health Exchange | International Emergency Response Exercise Program | (2011-2018)

- Development and facilitation of multi-national natural hazard response and recovery exercises in various African and Asian nations with engagements in Vietnam, Myanmar, Tanzania, Mozambique and Zanzibar.

Disaster Planning Preparedness Program Officer | US Africa Command | (2010-2011)

- Project lead for creating and implementing a disaster preparedness review process for developing nations with the Emergency Management Accreditation Program (EMAP).
- Management and delivery of this groundbreaking, multi-million-dollar USAID grant supported program in Ghana, Senegal, Uganda and Kenya.
- Supervision of an 18-member multi-national team deployed to the host nation during these engagements.



MICHAEL REEDY

Benefit-Cost Analysis (BCA) Specialist



EDUCATION

**BS, Biology, Centenary College
of Louisiana, Shreveport, LA**

CERTIFICATIONS

- FEMA Cost Estimating Format (CEF) Certification
- FEMA Debris Task Force Leader Certification
- FEMA Project Worksheet Writing
- FEMA BCA & Delivery Models/Grants Portal Training
- Technical courses in engineering, mitigation, and disaster recovery

HIGHLIGHTS

- 20+ years of FEMA PA technical and cost estimating experience
- 600+ FEMA PWs developed across 20+ disaster declarations
- Expert in FEMA CEF cost estimating and scope validation
- CBCA expert witness on FEMA PA disputes
- Extensive experience resolving eligibility, cost reasonableness, and documentation issues
- Supports roadway, utility, building, and facility damage assessments
- Experienced in PA closeout, insurance reconciliation, and audit readiness
- Technical lead for state agencies, utilities, and complex applicants

PROFESSIONAL SUMMARY

Mr. Michael Reedy is a senior disaster recovery technical specialist with more than 20 years of experience supporting FEMA Public Assistance (PA), Hazard Mitigation, and complex cost estimating efforts for state, local, and utility-sector applicants. He is responsible for performing, reviewing, and validating Benefit-Cost Analyses (BCA) for Hazard Mitigation Grant Program (HMGP) projects, ensuring compliance with FEMA BCA methodologies and regulatory standards. He possesses extensive knowledge of federal BCA modules and documentation requirements, including the use of flood maps, Flood Insurance Studies (FIS), wind maps, elevation certificates, and LIDAR data. His experience also includes applying HAZUS and other damage modeling functions to support mitigation project justification and benefit-cost validation. Michael is recognized nationally for technical accuracy and policy interpretation in FEMA PA and mitigation programs. He has supported more than 20 federally declared disasters, developed over 600 FEMA Project Worksheets, and served as an expert witness before the Civilian Board of Contract Appeals (CBCA) on major PA disputes. His work has helped applicants maximize eligible funding, resolve FEMA errors and omissions, validate cost reasonableness, and advance complex recovery and closeout processes across multiple states.

PROFESSIONAL EXPERIENCE

APTIM | Public Assistance Specialist | 2016 – Present

Utility Recovery Missions (2024–2025 | Texas & Louisiana)

Provides technical leadership for electric cooperative FEMA PA recoveries, including Sam Houston Electric Cooperative (SHECO), Deep East Texas Electric Cooperative (DETEC), and Jasper-Newton EC. Supports damage assessments, CEF-based cost estimating, scope validation, and documentation QA/QC to ensure accurate formulation and alignment with FEMA PA and mitigation requirements. Assists with procurement compliance, audit preparation, and funding reconciliation.

Paradise Irrigation District (PID) – FEMA PA & Mitigation Support | Paradise, CA | 2019–2025

Supports documentation, scope development, and CEF cost estimating for large Camp Fire recovery projects. Provides technical interpretation of FEMA PA and Section 428. Conducts eligibility reviews, develops mitigation scopes, prepares closeout documentation, and supports audit responses for infrastructure projects exceeding \$90 million. Performs BCA-related data collection and validation by coordinating LIDAR data, hydrology inputs, and flood risk datasets used to support PID's mitigation proposals.

Broadband Emergency Communications Initiative (BECI) – Damage Assessment & Cost Estimating | DeRidder, LA | 2020–2024

Provides FEMA PA technical advisory services for Category F infrastructure, including DD&Ds, SOW development, CEF calculations, EHP compliance, and QA/QC of documentation to maximize eligible funding.

Supports mitigation planning and preliminary BCA validation for infrastructure resilience components of the project.

FEMA Specialist; PA Technical and Mitigation Support (Hurricane Matthew); Mattamuskeet Association; Hyde County, NC; 2016–2021

Identified FEMA errors and omissions across complex project worksheets and developed 23 hazard mitigation project scopes, incorporating the technical data required for BCA development, including hazard profiles, damage assessments, cost estimates, and mitigation alternatives. Conducted PW assessments and prepared defensible cost estimates used in CBCA hearings, resulting in full awards for all estimated repair and mitigation costs to validate BCA benefit and cost output. Provided ongoing technical support as FEMA updated PW versions, ensuring compliance with FEMA PA and HMGP policies, and supplying updated documentation such as hazard-related damage details, cost justification, and mitigation benefits foundational to accurate BCAs.



MICHAEL REEDY

Benefit-Cost Analysis (BCA) Specialist



PROFESSIONAL EXPERIENCE CONTINUED

Louisiana Governor's Office of Homeland Security & Emergency Preparedness (GOHSEP) | Infrastructure Technical Specialist | Louisiana, LA | 2016 – 2019

Supervised a team of 12–24 specialists supporting statewide FEMA PA formulation, cost estimating, and closeout. Improved project funding accuracy and restored more than \$300 million to applicants by correcting FEMA documentation, scope errors, and insurance calculations. Supported 406 mitigation reviews, validated BCA calculations, eligibility determinations, and statewide audits. Served as technical lead for multiple complex PA issues, increasing obligations for applicants by over \$40 million through corrected scope, improved justification, and validated mitigation benefits.

Louisiana Governor's Office of Homeland Security & Emergency Preparedness (GOHSEP) | COST ESTIMATOR/ANALYST | Louisiana, LA | 2015 – 2016

Prepared highly detailed repair and mitigation cost estimates for six major projects using RSMMeans, developing corrective scopes of work that aligned with FEMA damage assessments and created accurate cost datasets essential for Benefit-Cost Analysis (BCA) validation. These analyses resulted in \$14.2 million in additional FEMA obligations, demonstrating strong command of FEMA regulatory requirements and cost-reasonableness principles. Completed 22 reasonable cost determinations, validating project expenses impacted by procurement deficiencies, and generating cost documentation used to support BCA justification, hazard-related damage quantification, and eligibility determinations under FEMA PA and HMGP standards. Provided expert technical testimony before the Civilian Board of Contract Appeals (CBCA) to defend repair and replacement cost estimates for a subrecipient, resulting in an additional \$370,000 in project worksheet obligations. The ruling overturned FEMA's attempt to substitute "modern materials and methods," reinforcing compliance with regulatory standards relevant to mitigation benefit assessments and consistent cost baselines required for accurate BCA inputs. Supported state leadership in resolving complex FEMA PA disputes by producing analysis-ready cost, scope, and damage documentation—skills directly aligned with performing, reviewing, and validating BCAs and ensuring compliance with FEMA mitigation program requirements.

Witt O'Briens | Senior PA Technical Specialist | 2013 – 2016

Supported New Jersey's recovery from Superstorm Sandy. Authored and reviewed more than 300 PWs across 70 applicants. Provided scope development, cost estimating, policy interpretation, and FEMA coordination. Increased eligible funding by \$19.6 million through detailed PW reconstruction, CEF validation, and eligibility analysis. Conducted mitigation option reviews and preliminary BCA validation during development of elevated, flood-resistant, and hardened infrastructure scopes. Supported appeals, documentation QA/QC, and closeout for major infrastructure applicants.

STATE PAC, DISASTER STRATEGIES AND IDEAS | DR4068: Tropical Storm Debbie, Public Assistance Program, State of Florida Emergency Management December 2012–November 2014

Served as Lead PAC for a five-county region, supervising and mentoring four County PACs and ensuring accurate assessment and documentation of roads, buildings, and infrastructure—data essential for FEMA PA compliance and BCA development. Completed 97 PW reviews submitted to FEMA QA/QC, resulting in \$525K in additional eligible funding through improved scopes, cost validation, and corrected damage documentation. Authored a successful congressional appeal for Wakulla County that overturned improper FEMA PA guidance for road damages, reinforcing correct regulatory interpretation needed for accurate BCA inputs. Revised 21 Category C (roads & bridges) PWs, correcting FEMA errors and restoring \$225K in eligible costs, producing accurate damage and cost data that directly support mitigation and BCA justification.



CHARLOTTE LINER



Environmental & Historic Preservation (EHP) Specialist

EDUCATION

**General Studies; Phillips Jr
College**

COMPETENCIES

Permitting for:

- Roadway Design and Analysis
- Water Treatment & Distribution System Design and Analysis
- Drainage Collection & Pump Station Design and Analysis
- Levee Design and Analysis
- Structural Design and Analysis
- Flood Control Design and Analysis
- Pier and Marina Design and Analysis
- Recreation Design

HIGHLIGHTS

- Permit Management
- ArcGIS Training
- Wetland Delineation Training

PROFESSIONAL SUMMARY

Ms. Charlotte Liner has 30+ years of experience in regulatory compliance permitting, environmental issues, and general engineering assistance. She worked for surveying/engineering firms where she permitted regulatory activities within southeast Louisiana for federal and state governmental agencies as well as local government and various private industrial and commercial companies. Her work has included Section 10/404 permitting, Phase 1 environmental site assessments, wetland site visits, wetland restoration project development, mitigation plan development, DEQ stormwater permit compliance, NPDES permit compliance, FEMA EHP, local jurisdictional permitting and drafting and technical assistance on a multitude of environmental projects including Environmental Assessments, Land Use History, and HTRW Investigations.

PROFESSIONAL EXPERIENCE

APTIM | Permitting SME | June 2000–Current

Morganza to the Gulf Levees and Structures; Terrebonne Levee & Conservation District; RESTORE Act Terrebonne Parish, LA; 2009–Current

This project involved acquiring all the necessary regulatory permits to construct various earthen levee reaches and flood control structures for the Morganza to the Gulf Levee System for TLCD. Ms. Liner performed permitting tasks which included wetland delineations, jurisdictional wetland determinations, mitigation coordination, needs and justification requirements and various other tasks associated with regulatory Section 10/404 permitting for the Reach E, Reach F, Reach G, Reach H Levees along with the flood control structures for each reach and the HNC Lock Complex.

Hurricane Ida Non-Congregate Sheltering Project; GOHSEP; FEMA; Various Parishes, LA; Oct. 2021–May 2024

This project involved acquiring the necessary FEMA EHP and local jurisdictional approvals through various Public Works departments for utility connections along with receiving Federal and State Section 10/404 regulatory permits for the placement of over 5,000 travel trailers for temporary living in private and commercial locations throughout seven (7) parishes including Plaquemines Parish affected by Hurricane Ida. FEMA EHP submittals included Site Inspection Reports, GIS Maps and photos of each location as required by FEMA for EHP review. This project won a Million Work Hours Award from the National Safety Council for operating over 1,700,000 hours without any occupational injury or illness days.

Bayou Teche Floodgate; St. Mary Levee District; GOMESA and EDA; Franklin, LA; February 2009–February 2025

Project activity consists of acquiring all the necessary regulatory permits to construct and maintain an earthen levee connection and a floodgate for SMLD. The permitting tasks included wetland delineations, jurisdictional wetland determinations, mitigation coordination, needs and justification requirements and various other tasks associated with regulatory Section 10/404 permitting.

St. Martin Parish Hazard Mitigation Plan; St. Martin Parish Government; FEMA HMGP; St. Martin Parish, LA; January 2020–May 2021

Ms. Liner assisted with the preparation and development of the HMPU for St. Martin Parish Government. The tasks include coordination with FEMA, Parish officials, and stakeholders to ensure compliance with federal guidance and alignment with local mitigation priorities. She assisted with updating the plan with pertinent information to support the integration of hazard data, risk assessments, and mitigation actions to advance parish-wide resilience and FEMA approval.



EDUCATION

**MBA, Financial Management,
Pace University**
**BS, Accounting, University of
New Mexico**

CERTIFICATIONS

- Certified Public Accountant (CPA), New York #110643
- Chartered Financial Analyst (CFA)
- FEMA/EMI IS-700a – National Incident Management System (NIMS)

AFFILIATIONS

- Member, New York Society of Security Analysts
- Member, American Institute of Certified Public Accountants

VY
BUI

Financial Grants and Compliance Specialist



PROFESSIONAL SUMMARY

Ms. Vy Bui brings more than 14 years of experience in accounting and financial management, with the past 11 years focused on governmental disaster recovery programs. She has supported large-scale housing and case management initiatives through the development and administration of cost proposals, budget forecasts, and financial change orders. Ms. Bui oversees all aspects of grant-related fiscal operations, including invoicing, procurement review, and compliance audits to ensure accuracy and eligibility under federal funding regulations. Her experience includes major recovery programs such as the NYCHA Sandy Recovery Program and NYC Build It Back Program, where she collaborated with local, state, and federal agencies to maintain compliance with FEMA and HUD CDBG-DR requirements. Ms. Bui's disciplined approach to cost control, documentation integrity, and financial transparency supports the effective and accountable delivery of survivor assistance programs.

PROFESSIONAL EXPERIENCE

APTIM | Senior Grants Manager | 2015 – Present

Ms. Bui's responsibilities and duties on past projects include:

- Developing and implementing financial audit and compliance procedures, including policy manuals, corrective action plans, and quality control measures for federally funded recovery programs.
- Conducting grant accounting, financial reconciliations, and post-award closeout to ensure compliance with FEMA and HUD CDBG-DR program requirements.
- Establishing and leading invoice review and approval teams, ensuring documentation accuracy, cost eligibility, and timely resolution of billing discrepancies.
- Preparing and presenting financial reports, variance analyses, and audit findings to senior management, clients, and regulatory agencies.
- Coordinating with payment administrators, fiscal agents, and oversight entities to verify cost reasonableness and ensure on-time disbursement of survivor assistance funds.
- Ensuring all financial documentation complies with federal cost principles (2 CFR Part 200) and agency-specific requirements for public assistance and disaster recovery programs.
- Supporting internal and external audit activities, including coordination with the Office of Management and Budget (OMB), HUD monitors, and the Department of Investigation (DOI).
- Interfacing local, state, and federal agencies to align funding, reporting, and compliance processes across multiple recovery programs.
- Developing budget forecasts and expenditure projections to support program planning, case work operations, and effective use of disaster recovery allocations.

Finance Lead; Hurricane Sandy Recovery Program; NYCHA; New York, NY 2017 – Present

Leads the Grants Management, Invoicing, and Procurement Team supporting NYCHA's Sandy Recovery Program, a large-scale CDBG-DR housing recovery initiative spanning multiple public housing campuses. Oversees all grant-related post-award financial functions, including reimbursement reviews, cost reconciliations, and grant closeout activities required under HUD and FEMA regulations. Coordinates closely with the Payment Administrator, Engineer Audit Office, and NYCHA Finance and Contracts Administration to resolve procurement and invoicing discrepancies. Serves as the primary liaison between invoicing staff and senior management to ensure timely, compliant disbursement of funds and accurate documentation of eligible costs. Engages directly with local, state, and federal agencies to maintain financial transparency and alignment with funding requirements. Under APTIM's management, the NYCHA program has delivered over \$3.2 billion in eligible repair and mitigation work, supported by rigorous fiscal controls and audit-ready documentation.



VY BUI

Financial Grants and Compliance Specialist



PROFESSIONAL EXPERIENCE CONTINUED

Senior Project Manager/Finance Lead; NYC Build-it-Back Program; NYC Office of the Mayor's Housing Recovery Operations; New York, NY; 2015 – 2017

Directed the Invoice Review and Financial Compliance Team for the City's \$2.7 billion CDBG-DR-funded housing recovery program, ensuring all reimbursement requests and financial transactions adhered to HUD and City audit standards. Developed and implemented financial audit processes, policy manuals, and corrective action procedures to address systemic compliance issues. Led reviews of reimbursement packages, prepared financial findings reports and coordinated with compliance and legal teams to resolve discrepancies. Served as the primary liaison to the Program Management Office (PMO) and presented audit findings and budget updates to senior management, the Department of Investigation (DOI), the Office of Management and Budget (OMB), and other oversight agencies. Supported grant drawdown, budget reconciliation, and grant closeout efforts while ensuring compliance with all federal, state, and local requirements governing the Build It Back Program.

TD Ameritrade | Senior Financial Auditor | 2014 – 2015

Supervised and executed internal audits of operational functions to evaluate internal controls, efficiency, and risk mitigation. Documented audit issues using condition, criteria, cause, and effect methodology. Performed root-cause analysis and identified practical remediation solutions.

Buchbinder Tunick | Financial Auditor | 2010 – 2014

Performed annual audits for diversified clients including real estate, professional services, employee benefit plans, labor unions, and not-for-profit organizations. Ensured compliance with GAAP and GAAS. Prepared balance sheets, income statements, cash flow statements, supporting schedules, and disclosures for standalone and consolidated entities.

Goldman Sachs & Company | Operations Analyst | 2008

Processed, controlled, confirmed, and settled credit derivatives transactions with high-quality standards. Identified process improvement opportunities to reduce operational risks, enhance controls, and improve customer satisfaction. Implemented workflow improvements including automation of high-volume settlement transactions.





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CITY COUNCIL Agenda Item Cover Sheet

Date: August 26, 2026

- ☐ Public Hearing – public comment
- ☐ Formal Consideration – public comment
- ☐ Informal Consideration
- ☐ Discussion
- ☒ Consent Agenda

SUBJECT: Approval of consultant to complete the Environmental Assessment for the Country Club Road Disaster Recovery grants (CDBG-DR and Catalyst grants)

SUBMITTING DEPARTMENT: Planning & Community Development

RECOMMENDED ACTION: Motion to authorize the City Manager to sign a contract with Stone Environmental to complete the Environmental Assessment for the Community Development Block Grant-Disaster Recovery (CDBG-DR) grant and Northern Borders Regional Commission Catalyst Grant.

RELATED COUNCIL GOAL/PRIOR ACTION (Highlight as many as needed):

1. ☒ Housing
2. ☒ Infrastructure
3. ☒ Economic Development

EXPENDITURE REQUIRED: Not to exceed \$20,582

SOURCE OF FUNDS: CDBG-DR Grant

LEGAL REQUIREMENTS: 24 CFR Part 58

BACKGROUND INFORMATION: As a requirement for the city to receive our CDBG-DR and Northern Borders Regional Commission (NBRC) grants to improve infrastructure from the roundabout to 203 Country Club Road, the City needs to procure a vendor to complete an Environmental Assessment of both the road rights of way (East Montpelier Road and Country Club Road) as well as the parcel where the required Low and Moderate Income (LMI) housing will be developed (203 Country Club Road). The City is seeking a qualified consultant or engineering firm with demonstrated experience completing HUD Environmental Assessments for CDBG-DR implementation projects. The selected consultant will be responsible for preparing a complete, HUD-compliant Environmental Assessment that supports project approval and issuance of Authority to Use Grant Funds.

Per state procurement guidelines, the city was required to submit the RFP to a minimum of three vendors. We chose to send them to local firms that we have worked with in the past to complete these types of reports- VHB Inc., Stone Environmental, and Weston & Sampson. The RFP was released June 29th with proposals due July 17, 2026. We received proposals from two vendors (VHB and Stone). Following the receipt of those proposals it was found that the work plans varied significantly and the city sent a request to the state for clarification to ensure the eventual work product would meet CDBG standards. Following that meeting, it was suggested that the city repost with a clarified RFP and use the state's bid registry to enhance the number of responses. It was reposted on August 4 with a due date of August 20th.

We received 5 proposals in the second round including VHB, Stone Environmental, Kas, Tetra Tech, and NERIS. The Planning Director reviewed the proposals and has selected Stone Environmental based upon

their understanding of the project site and scope of work, extensive experience in Vermont doing environmental assessments, and their timeline and budget. The Planning Director, therefore, recommends that Council authorize the City Manager to sign a contract with Stone Environmental.

SUPPORTING DOCUMENTS:

Item 1: Request for Proposal for environmental assessment services

Item 2: Proposals submitted from Kas, NERIS, Stone Environmental, Tetra Tech, VHB.

INTERESTED PARTIES: City Council

CITY MANAGER'S APPROVAL:

A handwritten signature in cursive script, reading "Kelly McMichael".

Environmental Assessment Services for a HUD CDBG-DR Project on Country Club Road in Montpelier, Vermont



PROJECT NO.

20211113

REVIEWED BY:

**CAC
KJM**

PREPARED FOR:

**Mike Miller / Director of Planning & Community
Development**
City of Montpelier
39 Main Street
Montpelier, VT 05602
mmiller@montpelier-vt.org
802.262.6269

SUBMITTED BY:

**Annemarie Fortune, AICP / Brownfields
Program Manager**
Stone Environmental, Inc.
535 Stone Cutters Way
Montpelier, VT 05602
afortune@stone-env.com
802.778.3001

August 20, 2026

Mike Miller, Director of Planning & Community Development
City of Montpelier
39 Main Street
Montpelier, VT 05602

Subject: Proposal for Environmental Assessment Services, Country Club Road HUD CDBG-DR Project

Dear Mike and Members of the Selection Committee:

The City of Montpelier is advancing an important housing project at 203 Country Club Road, and a successful Environmental Assessment (EA) is a critical step toward implementation. The EA must support both public infrastructure improvements and the future mixed-income housing development, while satisfying U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant–Disaster Recovery (CDBG-DR) requirements. We are well positioned to help the City navigate that process.

Our revised scope focuses Stone’s effort on the HUD environmental review, agency coordination, EA preparation, and clearance activities, while making appropriate use of prior due diligence already completed for the project.

Stone Environmental brings direct site knowledge, federal environmental review experience, and Vermont-specific regulatory and environmental expertise. Since 2022, we have supported the City with stormwater planning and brownfields assessment at 203 Country Club Road. That work will inform the HUD review process, allowing us to begin this effort with a strong foundation and minimal learning curve.

We understand that this EA must evaluate both the infrastructure improvements within the East Montpelier Road and Country Club Road corridors and the associated housing development at 203 Country Club Road. Our team has extensive experience managing complex environmental compliance processes involving NEPA, HUD Part 58 requirements, floodplains, wetlands, historic resources, contamination concerns, public engagement requirements, and interagency coordination. We are prepared to guide the project from initiation through final environmental clearance, including agency consultation, public notice requirements, response to comments, and documentation necessary to obtain Authority to Use Grant Funds.

As a Montpelier-based firm, we are invested in the success of this project and the opportunity it represents for expanding housing options in our community. We understand both the urgency and importance of delivering an EA that is technically sound, defensible, and completed on a schedule that maintains project momentum.

Thank you for your consideration. We welcome the opportunity to discuss our approach and how Stone can help the City move this project forward.

Sincerely,

Annemarie Fortune, AICP,
Senior Planner and Brownfield Program Manager
Phone / 802.778.3001
Email / afortune@stone-env.com

Environmental Assessment Services for a HUD CDBG-DR Project on Country Club Road in Montpelier, Vermont

Cover Photo: Site golf course. Photo taken by Stone Environmental, Inc., 3/31/22.

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1. Firm Background and Experience

Stone Environmental, Inc. (Stone) is a 100% employee-owned environmental science, planning, and engineering firm headquartered in Montpelier, Vermont, with more than 30 years of experience helping clients navigate complex environmental, regulatory, and redevelopment challenges. We bring a combination of U.S. Housing and Urban Development (HUD) environmental review expertise, Vermont regulatory experience, and direct familiarity with the project site.

Stone has supported the City of Montpelier's planning and redevelopment efforts at 203 Country Club Road since 2022. Our team completed Phase I and II Environmental Site Assessments (ESAs) for the property, and we continue to provide ongoing community response, soil management planning, and site assessment services. We have also supported site stormwater planning, providing additional familiarity with surface water conditions and drainage considerations. This prior work means we can begin this effort with a strong technical knowledge of existing site conditions and potential environmental impacts.

Beyond our direct project experience, Stone is one of only two firms currently included on the Central Vermont Regional Planning Commission's (CVRPC's) Brownfields Service Provider List. As environmental review and site investigation activities proceed, this relationship may create opportunities to leverage available brownfields resources to support supplemental assessment activities or environmental review needs, subject to program alignment, funding availability, and CVRPC approval.

1.1. Relevant Capabilities and Experience

1.1.1. HUD Environmental Review Expertise

Stone has extensive experience preparing Environmental Assessments (EAs) and environmental review documentation for HUD-funded projects throughout Vermont, including Community Development Block Grant (CDBG) implementation projects, community redevelopment initiatives, and public infrastructure improvements.

Our team regularly prepares HUD Part 58 documentation and manages environmental reviews from project initiation through environmental clearance and release of funds. Through successful projects such as the Bolton Valley Community Water and Sewer Project, Greater Rockingham Area Services facility improvements, and our ongoing work under the Village Trust Initiative, we have developed a practical understanding of the consultation, documentation, public involvement, and compliance requirements necessary to successfully complete federal environmental review processes.

Our experience encompasses the full range of federal laws, regulations, and requirements commonly evaluated during a HUD EA, including floodplain management, wetland protection, historic and cultural resources, threatened and endangered species, and contamination and hazardous materials.

Stone routinely coordinates with agencies including the Vermont Department of Environmental Conservation (VT DEC), Vermont Division for Historic Preservation (VDHP), U.S. Army Corps of Engineers (USACE), U.S. Fish and Wildlife Service (USFWS), and administering agencies such as the

Vermont Community Development Program (VCDP). This experience enables us to efficiently coordinate agency consultation requirements and proactively identify information needs that may otherwise delay environmental clearance.

1.1.2. Environmental Review Management and Regulatory Coordination

We routinely manage environmental reviews from project initiation through environmental clearance, serving as the central point of coordination among project stakeholders, regulatory agencies, technical specialists, and funding partners. Our team coordinates specialty investigations, Section 106 consultation, floodplain compliance documentation and 8-Step Decision-Making Processes, public notices, agency comment resolution, mitigation planning, and final environmental release documentation. This management-focused approach allows us to identify potential compliance challenges early, assemble the appropriate technical expertise, and structure reviews in a manner that minimizes delays during agency review and approval.

Where specialized investigations, field studies, or technical documentation are required beyond Stone's expertise, we partner with qualified subject matter experts while maintaining overall responsibility for environmental review management, regulatory coordination, and integration of findings into the EA. This provides clients with a single point of accountability throughout the review process.

1.1.3. Vermont Environmental Permitting

The Country Club Road project involves environmental considerations that extend beyond HUD review requirements, including floodplain considerations, wetlands and surface waters, transportation infrastructure improvements, and known site contamination concerns. Stone brings substantial experience navigating these interconnected regulatory and technical issues throughout Vermont.

Our staff routinely support projects requiring Stream Alteration Permits, Flood Hazard Area and River Corridor Permits, Construction Stormwater Permits, Wetland Permits, U.S. Army Corps authorizations, and contaminated site investigation and remediation activities. Through our ongoing work with VT DEC and projects implemented under the Brownfields Revitalization and Environmental Liability Limitation (BRELLA) Program, we understand how state permitting requirements intersect with federal environmental review obligations and how to efficiently coordinate those efforts.

1.1.4. Flood Resilience Experience

Stone also has extensive experience supporting flood resilience, floodplain restoration, and flood mitigation projects throughout Vermont. Our team has advanced dozens of floodplain restoration, dam removal, and flood mitigation projects from feasibility through design, permitting, and construction. We have direct experience navigating the HUD 8-Step Decision-Making Process and integrating floodplain considerations into broader environmental review and permitting strategies.

Our water resources engineers have led floodplain reconnection, streambank stabilization, and dam removal projects across the state, including the Hands Mill Dam Removal and Floodplain Reconnection Project in Washington, the Pelletier Dam Removal and Engineering Design Project in Castleton, and projects implemented through the Resilience Initiative for Vermont Empowerment and Recovery (RIVER) Program.

1.2. Relevant Project Experience

The Country Club Road project requires thoughtful coordination among multiple funding sources, regulatory agencies, technical disciplines, and project stakeholders. We understand that the ultimate objective is not simply completion of an EA, but successful environmental clearance that allows the project to advance into implementation. Our experience integrating technical review, regulatory coordination, public engagement

requirements, and funding compliance positions us to provide the City of Montpelier with a defensible and efficient approach to environmental review while providing positioning the project team to advance subsequent permitting and implementation requirements.

The following projects demonstrate experience most directly relevant to the Country Club Road EA, including HUD-funded implementation projects, complex environmental review requirements, multi-agency coordination, and environmental clearance support.

1.2.1. Greater Rockingham Area Services Facilities Improvements, Bellows Falls, Vermont (HUD-Funded Project)

Stone completed a HUD-compliant EA under 24 CFR Part 58 to support replacement of an aging heating system at a critical community facility providing medical and health care services in southern Vermont. The project involved installation of a new energy-efficient biomass boiler system, backup heating infrastructure, and associated site improvements using HUD funding.

We managed the environmental review process from initiation through environmental clearance, including NEPA documentation, contamination review, Section 106 historic preservation coordination, public notice requirements, and agency consultation. As part of the review, our team completed a Phase I ESA and asbestos assessment that identified recognized environmental conditions and asbestos-containing materials. We coordinated with regulatory agencies and successfully secured environmental clearance through development of appropriate response measures and environmental release conditions.

Because of our familiarity with the site and expertise across environmental permitting disciplines, we also led the project's Act 250 permitting process, coordinated specialty technical support, addressed concerns raised during public review, and helped maintain project momentum through multiple regulatory processes running concurrently. Following project approval, Stone continued supporting environmental release requirements, including underground storage tank closure activities, investigation of historic releases, and coordination with the VT DEC.

1.2.2. Bolton Valley Community Water and Sewer Project, Bolton, Vermont (HUD-Funded Project)

Stone completed environmental review services for a major water system improvement project funded through the CDBG program. The project involved construction and rehabilitation of water infrastructure and required compliance with HUD environmental review requirements under 24 CFR Part 58. We prepared environmental documentation, completed Phase I and Phase II ESAs, evaluated potential environmental impacts, and coordinated review requirements necessary to support project implementation. This project reflects our experience supporting public infrastructure projects requiring federal environmental review and agency coordination.

1.2.3. Village Trust Initiative Environmental Wrap-Around Services, Multiple Vermont Communities (HUD-Funded Project)

Stone currently provides environmental wrap-around services for the Preservation Trust of Vermont's (PTV) Village Trust Initiative (VTI), a statewide community redevelopment program managed through VCDP. Through this program, we support multiple communities concurrently as they advance the adaptive reuse of historic buildings and community assets, including projects such as the Snowsville Community Trust Fan House, New Haven Depot, Wolcott Schoolhouse, West Fairlee Bean Hall, and the former Gilman Middle School, among others. These projects require coordination across environmental review, redevelopment

planning, funding compliance, and implementation activities while accommodating varying levels of local capacity.

As the program's environmental services provider, Stone is responsible for preparing HUD Part 58 EAs and related compliance documentation, conducting environmental due diligence, coordinating agency consultation, and managing specialty technical subconsultants supporting asbestos, hazardous building materials, and other project-specific assessments. Our team routinely evaluates federal review authorities including floodplains, wetlands, historic resources, contamination concerns, threatened and endangered species, noise, and other environmental considerations necessary to support environmental clearance.

Our role extends beyond regulatory compliance. We provide project scoping, environmental feasibility analysis, Phase I and Phase II ESAs, remedial planning support, funding navigation, and identification of opportunities to leverage brownfields and other external funding sources where appropriate. Through the Snowsville Community Trust Fan House project, we recently completed and submitted HUD environmental review documentation to the VCDP to support rehabilitation of a multifamily housing property. Similar services are ongoing across multiple VTI communities as projects advance from planning and environmental review into design and implementation.

A key component of this work is helping community organizations understand and navigate complex federal requirements. Many VTI partners are community groups managing HUD-funded redevelopment projects for the first time and have limited technical capacity and redevelopment experience. Stone emphasizes clear communication, practical decision-making tools, and lay-audience education to help community stakeholders understand environmental constraints, funding requirements, and implementation pathways. This approach allows communities to make informed redevelopment decisions while maintaining momentum toward project implementation.

1.2.4. Bellows Falls Train Station Revitalization Project, Bellows Falls, Vermont (NRBC-Funded Project)

Stone assisted the Town of Rockingham with the first phase of transforming a dilapidated Bellows Falls Train Station building into a thriving and vibrant multi-modal transportation hub. Our team led the Northern Borders Regional Commission (NBRC) NEPA environmental review process, which required close collaboration across the project team to address interconnected issues such as development in a floodplain, historic preservation, and toxic sites concerns. Our team informed the State Historic Preservation Section 106 process, managed the 8-Step Process for Development in a Floodplain, and led corrective action planning to address these challenges.

We worked closely with the VT DEC Site Manager and other stakeholders to expedite the supplemental site investigation of previously identified vapor intrusion issues and advance remedial planning and environmental due diligence efforts. Throughout each project phase, our team helped identify and secure public funding and navigated complex constraints related to land ownership, liability



Bellows Falls Train Station building, March 2024. The station is being transformed into a multi-modal transportation hub after historic preservation, flood protection, and remedial actions. CAP implementation was completed under Stone's oversight.

protection, and regulatory requirements. Our focus on collaboration, communication, and holistic project needs allowed for the efficient completion and regulatory approval of the Corrective Action Plan (CAP), which helped secure a timely environmental release and ensured the project remained viable with time-sensitive funding and legal agreements.

The CAP was developed to mitigate risks to station users from inhalation of volatile organic compounds due to a complete vapor intrusion pathway. The design and strategies identified within the CAP were developed by Stone in close collaboration with the project team to ensure alignment with critical project elements, including historic preservation, sensitive archaeological needs, flood mitigation measures, and overall project phasing.

2. Proposed Project Approach

Stone's approach to this EA is grounded in direct site knowledge, established HUD environmental review processes, and a clear understanding of what the City needs to advance this project: a technically sound, well-documented EA that satisfies HUD CDBG-DR requirements that are transferable to NBRC EA requirements and supports timely environmental clearance.

We will work closely with the City of Montpelier and the project team throughout the process, coordinating directly with Grace Vinson, Environmental Officer with the VCDP, to confirm appropriate scoping, documentation, and compliance with program requirements. Project management will include setup in Vermont's Grant Electronic Application and Reporting System (GEARS), monthly invoicing, and routine stakeholder communications to keep the project on schedule and all parties informed.

2.1. Environmental Assessment

Stone will prepare a full EA in accordance with 24 CFR Part 58, NEPA, and HUD CDBG-DR requirements. The EA will evaluate both the proposed infrastructure improvements and the associated housing development, define the project's Affected Environment, assess potential environmental consequences, evaluate reasonable alternatives, and identify mitigation measures, as appropriate. This work will be completed in accordance with Stone's established HUD Environmental Review Standard Operating Procedure (Attachment A), which outlines our approach to environmental review documentation, agency coordination, public notice requirements, and environmental clearance support. Stone will conduct a site visit to document existing conditions within the project area, including photographic documentation and field verification of mapped environmental resources.

Where applicable, Stone will coordinate with relevant federal, state, and local agencies; provide required supporting documentation; and document applicability, findings, recommendations, and any required mitigation measures within the Environmental Review Record (ERR). This effort includes preparation of Section 106 documentation and coordination with the Vermont Division for Historic Preservation, development of an Official Species List using the U.S. Fish and Wildlife Service's Information for Planning and Consultation (IPaC) system, and coordination with other agencies as warranted by project conditions. Stone will incorporate available wetlands, natural resources, traffic, and related technical documentation into the ERR where appropriate.

Stone will prepare and coordinate all required public notices and support the City through applicable public comment periods and environmental clearance requirements. This includes preparation and publication of required notices, documentation of agency and public comments received during the review process, incorporation of revisions into the EA ERR, and support through environmental clearance and release of funds. Stone will upload the completed EA, supporting documentation, correspondence records, and required public notice materials into GEARS and will coordinate with the Environmental Officer throughout the environmental review and clearance process.

2.2. Anticipated Compliance Activities and Supporting Technical Assessments

To support completion of the EA, Stone anticipates the technical assessments and compliance activities described below. The level of effort will be informed by project-specific conditions, agency consultation, and available project information. Stone will use existing studies, design documents, environmental investigations, and other materials provided by the City and project partners where they are sufficient for HUD environmental review purposes. If agency consultation or HUD review identifies the need for additional studies beyond the scope described here, Stone will coordinate with the City to define an appropriate scope and authorization.

2.2.1. 8-Step Process for Development in a Floodplain - Floodplains

Based on our preliminary review of available mapping resources and project information, portions of the project may require compliance with HUD floodplain management requirements under 24 CFR Part 55. Stone will evaluate project components relative to applicable floodplain designations and coordinate with the Environmental Officer to determine whether completion of the HUD 8-Step Decision-Making Process is required.

If triggered, Stone will manage the 8-Step Process, including preparation of required documentation, public notices, evaluation of practicable alternatives, identification of mitigation measures, and integration of findings into the EA. This scope includes preparation and coordination of required notices and public comment periods associated with the 8-Step Process. Technical analyses supporting alternatives evaluation and mitigation measures will be informed by available project design information and supporting studies developed by the project team.

2.2.2. Wetlands

Existing wetland and stream delineations have been completed for the project area as part of previous due diligence efforts and have informed planning and conceptual site design for the property. Stone will review the available delineation reports, mapping, and supporting documentation. The prior assessment identified multiple wetlands, streams, associated riparian buffers, and other natural resource considerations that will be incorporated into the environmental review process.

Stone will coordinate with the ANR and other appropriate agencies, as needed, to confirm the suitability of the existing delineation information for environmental review and planning purposes. To the extent agency verification or confirmation of previously delineated resources is required, Stone will support coordination and documentation of those efforts.

Stone will evaluate potential project interactions with wetlands, streams, and associated buffers and document applicable federal and state requirements within the EA. Where HUD wetland protection requirements are triggered, Stone will coordinate and document compliance with applicable regulations, including completion of the HUD 8-Step Decision-Making Process if required. Our scope assumes that VCDP will allow for a combined 8-Step process that integrates both wetlands and floodplain considerations. Findings will be integrated into the ERR, including documentation of avoidance, minimization, and mitigation measures, as appropriate.

This scope assumes that existing delineation information is sufficient for environmental review purposes and that new wetland delineation fieldwork is not required. If supplemental field investigation, updated

delineation, permit applications, or other technical studies are required, those services would be addressed through separate authorization.

2.2.3. Screening Level Environmental Due Diligence & Phase I ESA - Toxic Sites

Stone will utilize existing environmental information developed for the 203 Country Club Road property, including the completed Phase I and II ESAs, and ongoing investigation, hazardous building material assessment, and remedial planning efforts, to support HUD contamination review requirements for the proposed housing development area. These ongoing efforts are occurring outside the scope of this contract but will be incorporated into the EA.

A Phase I ESA will be required for the 203 Country Club Road Property. Stone will conduct the Phase I ESA in accordance with ASTM Standard Practice E1527-21. The assessment will be overseen and certified by a Stone Qualified Environmental Professional (QEP), as defined by All Appropriate Inquiries (AAI). Identified surrounding sites and features of interest will be field verified via a windshield survey of the area surrounding the Subject Property. Stone will develop a Phase I ESA report that includes the elements required to satisfy AAI, HUD requirements, and ASTM E1527-21.

Because the EA must also address infrastructure improvements located outside the previously assessed 203 Country Club Road parcel, Stone will conduct a limited screening-level environmental due diligence review of the proposed off-site project improvements, including utility corridor, roadway, and associated infrastructure work areas. This review will utilize an Environmental Transaction Screen (ETS) consistent with ASTM E1528-22 and will include review of readily available federal, state, and local environmental databases, historical land use information, and records related to hazardous materials use, storage, spills, releases, and regulated sites within the project vicinity. The review will be used to identify potential environmental concerns that could affect project implementation, construction activities, or environmental review findings.

Findings will be summarized in a technical memorandum documenting potential concerns, data limitations, and recommendations for additional investigation, if warranted. Should the screening-level review or HUD environmental review process identify conditions requiring additional site investigation, remedial planning, or regulatory coordination beyond the scope described herein, Stone will coordinate with the City and applicable regulatory agencies to determine appropriate next steps.

2.2.4. Limitations and Assumptions

This scope includes the environmental review activities and supporting technical assessments specifically described herein. The EA process is intended to identify environmental constraints, compliance requirements, and the potential need for additional investigation. Additional technical studies—including but not limited to threatened and endangered species surveys, archaeological investigations, detailed noise analyses, Phase II ESA or remedial planning, flood modeling, engineering redesign, or other specialized studies—are not included unless separately authorized.

Stone's EA will rely on the project information provided by the City and project team, including site plans, engineering drawings, utility and roadway design information, traffic studies, survey information, and other supporting documentation needed to complete the review. Preparation of engineering analyses, transportation studies, alternatives analyses beyond those required as part of the HUD EA process, or other project design services is not included.

Scope assumes the proposed project avoids the previously identified archaeologically sensitive areas documented in the 2022 Archaeological Resources Assessment. Should project design impact those areas or

should State Historic Preservation Office (SHPO) require additional investigation, archaeological survey services would be outside this scope.

Stone understands that this project may generate public interest and public comment. This scope includes required public notice activities, documentation of comments received, and response to comments necessary to support completion of the environmental review within the approved not-to-exceed budget. Work will be performed on a time-and-expense basis in accordance with Stone's standard billing rates and the cost proposal. If the volume, complexity, or nature of public comments requires effort beyond the approved budget, including additional technical analysis, legal coordination, public meeting or hearing support, expert testimony, or substantial revisions to environmental review documents, Stone will notify the City and request additional scope and budget authorization before proceeding.

This proposal assumes that ongoing Phase II investigation, remedial planning, and any additional brownfields assessment activities associated with the 203 Country Club Road property will continue outside of this scope. Additional site investigation, corrective action planning, remediation, or implementation of remedial measures are not included in this proposal. Where appropriate, Stone may coordinate with the City regarding potential use of available brownfields resources to support future assessment activities.

3. Key Staff Roles

We have assembled a team with the direct experience, technical depth, and Vermont-specific regulatory knowledge this project requires. Our core staff will perform the environmental review services described herein. Specialty technical support may be retained as needed should agency consultation or project conditions identify the need for additional investigations beyond the scope of this proposal. Table 1 identifies key personnel, their roles, and primary responsibilities. Resumes for Stone staff are provided in Appendix B.

Table 1. Key Project Staff & Roles

Staff	Role	Responsibility
Annemarie Fortune, AICP	Project Manager	Primary point of contact; overall project management, HUD environmental review coordination, agency coordination, public notice oversight, environmental clearance support, and integration of technical review findings.
Katrina Mattice, PE, QEP	Senior Technical Reviewer	Senior review and QA/QC of environmental review documentation; oversight of regulatory compliance strategy and technical defensibility.
Daniel Voisin, QEP Laura Rajnak, QEP	Environmental Due Diligence / Toxic Sites Requirements Leads	Project manage ongoing site investigation and remedial planning efforts. Lead linear project ETS and Phase I ESA.
John Farrell	Environmental Review Specialist	Preparation of EA documentation; ERR development; federal authority compliance review; agency coordination support.
Meghan Arpino, PH, CFM	Floodplain & Regulatory Specialist	Floodplain compliance analysis, 8-Step Process coordination, flood hazard review, and environmental permitting support.

4. Proposed Schedule

Our proposed schedule assumes a contract between the City of Montpelier and Stone is executed by July 27, 2026, with work commencing immediately thereafter. The schedule (Table 2) reflects the sequencing required to complete a HUD-compliant EA, integrate the technical assessments described herein, and complete required agency coordination and public notice requirements.

The proposed timeline assumes timely receipt of project information from the City and project team, completion of the activities included in this proposal, ongoing environmental investigation activities proceeding in parallel outside this contract, and customary agency review timeframes. If additional studies or substantial project changes are identified through the review process, schedule adjustments may be required.

Table 2. Proposed Project Schedule

Phase	Subtask/Milestone	Timeframe	Deliverables
Project Initiation & EA Scoping	✓ Contract execution and project kickoff	Summer 2026	Confirmed EA scope Section 106 Cover Form Official Species List
	✓ City provides available project plans, design drawings, and prior studies		
	✓ Initial coordination with VCDP Environmental Officer to confirm EA scope		
	✓ Initiation of Section 106 consultation		
	✓ Obtain IPaC Official Species List		
Desktop Environmental Review, Agency Coordination & Existing Resource Review			EA Supporting Documentation
			Early Notice - Development in Floodplain/Wetland
			Environmental Due Diligence Screening Memo
	✓ Desktop analysis to support EA drafting	Summer – Fall 2026	
	✓ Environmental due diligence screening		
	✓ Coordinate with ANR regarding existing delineation documentation and any required confirmation activities.		
	✓ Stone site visit to document existing conditions		
	✓ On-site meeting with State regulators to confirm delineation and review project approach		
	✓ Preparation and publication of Early Notice for Development in Floodplain/Wetland (as applicable)		
	✓ Ongoing EA drafting, incorporating field observations and agency input		
	✓ Historic Preservation Preliminary Review Form		

Phase	Subtask/Milestone	Timeframe	Deliverables
Final Notice	✓ Preparation and publication of Final Floodplain and Wetland 8-Step Public Notice and comment period ✓ Ongoing EA drafting, incorporating field observations and agency input	Fall 2026 – Winter 2027	Floodplain/Wetland 8-Step Final Notice
Draft EA & VCDP Coordination	✓ Phase I ESA/ Environmental Transaction Screen ✓ Draft EA submitted to the City for review ✓ Draft EA submitted to VCDP Environmental Officer for review ✓ Stone addresses VCDP Environmental Officer comments and finalizes EA documentation	Winter 2027	Phase I ESA/ ETS Draft EA Submitted EA in GEARS Revised EA responding to VCDP Environmental Officer comments
Determination, Public Notice, and Environmental Clearance	✓ Issuance of EA public notice and comment period ✓ Stone supports City in responding to comments ✓ Final EA updated to reflect public comments and mitigation commitments ✓ Environmental clearance and Authority to Use Grant Funds	Spring 2027	Final EA Environmental Clearance Documentation

5. Cost Proposal

The proposed budget provided in Table 3, below, is based on the scope of services described herein and will be performed on a time-and-expense basis up to the not-to-exceed amount identified in the cost proposal. The budget assumes completion of the EA using the activities specifically identified in this proposal, including routine agency coordination, public notice requirements, and responses to typical agency and public comments necessary to support environmental clearance.

Services outside this scope, including additional investigations, permit application support, remediation activities, archaeological efforts, threatened and endangered species surveys, detailed acoustical studies, extensive public comment response, or other specialized technical services, are not included in this budget. Should additional services become necessary, Stone will notify the City as soon as practicable, provide an estimate of the additional level of effort required, and obtain written authorization prior to exceeding the approved not-to-exceed amount.

Table 3. Proposed Budget

Task	Professional Services	Consultants / Subcontractors	Expenses	Total
1 - Project Management & Agency Coordination	\$2,622	\$0	\$0	\$2,622
2 - EA Preparation & ERR Documentation	\$6,053	\$0	\$85	\$6,138
3 – Screening-Level Environmental Due Diligence & Phase I ESA (Toxic Sites)	\$6,520	\$605	\$0	\$7,125
4 – Floodplain & Wetland HUD 8-Step Process	\$2,598	\$0	\$935	\$3,533
5 - Public Notice & Environmental Clearance	\$922	\$0	\$242	\$1,164
TOTAL				\$20,582

Appendix A. Standard Scope of Services for HUD NEPA Environmental Review

Standard Scope of Work for HUD NEPA Environmental Review: Categorical Exclusion (CATEX) Checklists

Stone Environmental, Inc. completes US Department of Housing and Urban Development (HUD) National Environmental Policy Act (NEPA) reviews in accordance with 24 CFR Part 58 (or Part 50, as applicable) and HUD guidance for Categorical Exclusions (CATEX). The CATEX checklist is used to document compliance with applicable environmental laws and authorities and to determine whether additional review or consultation is required prior to project implementation.

The Environmental Review process is intended to identify applicable regulatory requirements and determine the level of review and documentation needed to support compliance. While the review may identify the need for additional technical studies (e.g., Phase I Environmental Site Assessment, floodplain 8-step process, wetlands delineation, hazardous building materials surveys), these efforts are not included in the standard CATEX or Environmental Assessment (EA) scope unless explicitly defined in the project scope of work.

The following scope items are typically included in completion of a HUD NEPA CATEX Checklist:

1. Level of Review Determination
 - Confirm the appropriate level of environmental review (Exempt, Categorically Excluded, Environmental Assessment) based on project scope, funding source, and implementation activities with Agency of Commerce and Community Development Environmental Officer.
2. Environmental Review Record (ERR) Documentation
 - Compile and document all required supporting materials for the Environmental Review Record, which may include:
 - Site location maps, aerial imagery, and parcel data.
 - Project descriptions, plans, and site photos.
 - Produce and compile required documentation from applicable sources including floodplain (FEMA FIRMs), United States Geological Survey (USGS) Soil Survey, and National Wetland Inventory (NWI) maps.
 - Completion and submission of the Section 106 Preliminary Review Form (PRF), including State Historic Preservation Office (SHPO) concurrence.
 - Endangered species review including United States Fish and Wildlife Service (USFWS) Information for Planning and Consultation (IPaC) report and Official Species List, including documented effect determination.
 - Conduct a site visit to assess:
 - The presence of mold within existing buildings.
 - The presence of possible wetlands.
 - Conduct a windshield survey to identify above-ground storage tanks (excluding propane tanks less than or equal 100 gallons) within the project area vicinity.
 - Maintain organized and complete records to support regulatory findings.
3. Checklist Completion and Compliance Review
 - Complete the applicable HUD CATEX checklist, addressing all compliance factors under §58.5 and §58.6, including:
 - Historic Preservation (36 CFR Part 800)
 - Floodplain Management (Executive Order 11988; 24 CFR Part 55)
 - Wetland Protection (Executive Order 11990; 3 CFR, §§ 2, 5)

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- Endangered Species Act (50 CFR Part 402)
 - Wild and Scenic Rivers Act (16 U.S.C. 1271, §§ 7(b), (c))
 - Farmland Protection (7 CFR Part 658)
 - Explosive and Flammable Hazards (24 CFR Part 51, Subpart C)
 - Noise (24 CFR Part 51, Subpart B)
 - Toxic Sites (Site Contamination, Lead, Asbestos, Mold) (24CFR Part 58, § 5(i)(2))
 - Environmental Justice (Executive Order 12898) – as applicable
 - Flood Insurance (24 CFR Part 58.6(a), Flood Disaster Protection Act of 1973 and National Flood Insurance Reform Act of 1994 42 USC 4001-4128 and 42 USC 5154a)
 - Airport Clear Zones / Hazards (24 CFR Part 51, Subpart D)
 - Evaluate each resource topic to determine:
 - Whether compliance is achieved,
 - Whether mitigation is required, or
 - Whether additional studies or consultation are warranted.
4. Site Assessment and Professional Judgment
- Conduct a site visit or desktop review, as appropriate, to identify environmental conditions and potential compliance triggers.
 - Assess whether additional environmental studies or technical evaluations are required (e.g., Phase I ESA, wetland delineation, noise analysis).
 - Apply professional judgment to determine the adequacy of available information and identify data gaps.
5. Regulatory and Stakeholder Coordination
- Conduct consultation and coordination with regulatory agencies and stakeholders as required, which may include:
 - SHPO
 - USFWS
 - Local floodplain administrators or permitting agencies
 - Document correspondence and outcomes within the ERR.
6. Publication and Public Comment
- Applicable public notices shall be completed based on the level of environmental review in accordance with HUD requirements and program-specific guidance.
 - Prepare and publish required public notices (as applicable).
 - Coordinate public comment periods in accordance with HUD timelines.
 - Address and document any public or agency comments received.
7. GEARS Upload and Compliance Tracking
- Upload completed checklist, supporting documentation, and public notices to HUD's Grant Electronic Application and Reporting System (GEARS).
 - Ensure completeness and consistency of all uploaded materials.
 - Track review status and respond to any HUD or public comments. Our standard scope assumes no major comments are received.

As with other environmental review processes, the scope of work described above allows for the use of professional judgment by the Environmental Professional to determine the extent of documentation, level of analysis, and need for additional studies based on project-specific conditions. The Environmental Professional will identify potential requirements for additional technical studies or regulatory processes during the Environmental Review and will notify the client. Such efforts may require separate scope and authorization.

Items Typically Evaluated Separately (as Triggered by Environmental Review)

The Environmental Review process may identify the need for additional technical analyses or regulatory processes. These items are typically performed as separate scopes **of work** and are not included in the standard CATEX or EA checklist completion unless otherwise specified. This may include:

- Phase I/II Environmental Site Assessments (ESAs), Remedial Planning (contamination concerns)
- Lead and Asbestos Hazardous Building Materials Assessment, Hazardous Building Materials Abatement Design/Management
- Detailed wetlands delineation or floodplain modeling
- 8- or 5- Step Process for Development in a Floodplain or Wetland
- Noise studies, air quality modeling, or traffic analysis
- Archaeological surveys or architectural resource inventories
- Green building or sustainability certifications
- Local permitting and zoning compliance

Standard Scope of Work for HUD NEPA Environmental Review: Environmental Assessment

All procedures described under the CATEX Standard Practice apply to Environmental Assessments (EA). The following additional tasks are required when a project is determined to require an EA.

1. Expanded Impact Analysis

- Evaluate direct, indirect, and cumulative environmental impacts of the proposed action and reasonable alternatives.
- Define the project's Affected Environment based on site conditions and available resource data.
- Assess the context and intensity of impacts to determine potential significance and need for mitigation.
- Integrate findings from resource-specific reviews (e.g., floodplains, historic resources, endangered species) into a comprehensive analysis.

2. Alternatives Analysis

- Develop and evaluate a range of reasonable alternatives, including:
 - No Action Alternative
 - Proposed Action
 - Practical design or implementation alternatives, as appropriate
- Compare alternatives based on environmental impacts, feasibility, and ability to meet project objectives.

3. Mitigation Development and Documentation

- Identify measures to avoid, minimize, or mitigate adverse impacts, including those identified through Assessment Questions.
- Incorporate mitigation commitments into project design, implementation, and funding conditions.
- Coordinate mitigation requirements with regulatory agencies and stakeholders, as applicable.

4. Environmental Assessment Framework (Assessment Questions)

- Complete and document responses to HUD Environmental Assessment Factors and Assessment Questions, consistent with HUD guidance (e.g., Green Book).
- Assessment includes evaluation of the following topic areas:
 - Land Development
 - Conformance with plans
 - Compatible land use and zoning/urban impact
 - Scale and urban/environmental design
 - Slope, erosion, and soil suitability
 - Stormwater runoff and drainage
 - Hazards and nuisances, including site safety
 - Noise, energy consumption, and air quality
 - Socioeconomic
 - Demographic and community character changes
 - Displacement
 - Employment and income patterns
 - Community Facilities and Services
 - Educational, commercial, healthcare, and social service facilities
 - Solid waste and recycling
 - Wastewater/sanitary sewer and water supply infrastructure
 - Public safety

-
- Open space and recreation
 - Transportation and accessibility
 - Natural Resources
 - Water resources
 - Unique natural features
 - Vegetation and wildlife
 - 5. Site Assessment and Field Verification (Expanded)
 - Conduct a site visit to document existing conditions within the project area.
 - Collect photographic documentation and perform field verification of mapped environmental resources.
 - Confirm site characteristics relevant to impact analysis and Assessment Question responses.
 - 6. Enhanced Agency Coordination and Consultation
 - Conduct expanded or formal coordination with agencies, including:
 - Section 106 consultation (SHPO and consulting parties)
 - U.S. Fish and Wildlife Service (USFWS) coordination, as needed
 - Additional coordination with FEMA, EPA, or state/local agencies depending on impact areas
 - Document consultation processes and outcomes in the Environmental Review Record (ERR).
 - 7. Environmental Assessment Document Preparation
 - Prepare a written EA document that includes:
 - Purpose and need
 - Project description
 - Affected environment
 - Environmental consequences (by resource area)
 - Alternatives analysis
 - Mitigation measures
 - Ensure consistency between the EA document, supporting analyses, and the ERR.
 - 8. Determination and Escalation
 - Evaluate whether impacts remain not significant following analysis and mitigation:
 - If yes, proceed with Finding of No Significant Impact (FONSI) and Request for Release of Funds (RROF)
 - If no, escalate to preparation of an Environmental Impact Statement (EIS)
 - Document the basis for the determination in the ERR.
 - 9. Public Notice and Comment (FONSI Process)
 - Applicable public notices shall be completed based on the level of environmental review in accordance with HUD requirements and program-specific guidance.
 - Prepare and publish required public notices (as applicable).
 - Conduct extended public comment periods in accordance with HUD requirements.
 - Respond to and document substantive comments received. Standard scope of work assumes minimal comments are received.
 - 10. Documentation Integration
 - Incorporate all CATEx documentation and prior analyses into the EA ERR.
 - Expand or supplement existing materials as needed; duplication is not required unless additional detail is necessary to support EA findings.

As with CATEX reviews, the Environmental Professional applies professional judgment to determine the appropriate level of analysis, documentation, and coordination required to support EA findings based on project-specific conditions. The Environmental Professional will identify potential requirements for additional technical studies or regulatory processes during the Environmental Review and will notify the client. Such efforts may require separate scope and authorization.

Appendix B. Key Staff Resumes



Annemarie Fortune, AICP / Brownfields Program Manager



Annemarie is an experienced planning professional committed to co-developing more resilient and equitable communities through policy, system, and environmental changes. As Brownfields Program Manager, Annemarie expedites projects' progress from environmental due diligence through remediation and closure by advocating on behalf of the client, engaging the local community, and addressing the barriers and challenges to brownfield redevelopment.

Years of Experience / 14

Years of Experience at Stone / 4

Education

Master of Urban and Regional Planning, 2016, University of Denver College of Architecture and Planning

Master of Public Health, 2016, Colorado School of Public Health

Bachelor of Arts, Biology and Environmental Studies, 2012, Colgate University

Professional Certifications

American Institute of Certified Planners (AICP)

Skills

Brownfield Redevelopment

Local and Regional Planning

Stakeholder Engagement and Facilitation

Partnership Development

Policy Analysis and Advocacy

Regulatory Coordination and Permitting

Grant Management

ArcGIS and Data Analysis

Professional and Community Activities

Vermont Planners Association

Waterbury Conservation Commission

Related Project Experience

Brownfield Program Manager / Various Clients / 2022–Present / Vermont

Serves as Stone's Brownfield Program Manager and primary point of contact for Regional Planning Commission Brownfield Programs across the State of Vermont. Manages projects from environmental due diligence through remediation and closure. Works closely with Stone technical staff to shepherd sites through the brownfield process. Brings expertise in NEPA compliance, funding navigation, and stakeholder coordination, with a proven track record supporting a diversity of brownfield and redevelopment funding sources to support successful implementation of projects. Works collaboratively across regulatory agencies, including the Vermont Department of Environmental Conservation, Agency of Commerce and Community Development, the State Historic Preservation Office, and local and regional governments to ensure compliance with applicable regulations and build necessary project support.

Village Trust Initiative Wrap-Around Environmental Services / Preservation Trust of Vermont / 2026–Present / Vermont

Leading Stone's interdisciplinary team that is providing wrap-around environmental services to Preservation Trust of Vermont to support programmatic decision-making and individual sites within the Village Trust Initiative. The Village Trust Initiative Program is focused on building capacity in rural communities to advance informed, community-driven redevelopment. Serves as the primary point of contact for partners and community-based organizations, coordinating interdisciplinary teams to deliver integrated environmental assessment, planning, and regulatory compliance support across multiple sites. Supports community groups in navigating the complexities of NEPA, environmental due diligence, and redevelopment decision-making by interpreting complex technical information into clear, accessible language, ensuring alignment between environmental requirements, community priorities, and funding objectives while managing scope, timelines, and deliverables.

Bellows Falls Train Station / Town of Rockingham / 2024–Present / Bellows Falls, Vermont

Provides project management and technical assistance to the Town of Rockingham as they implement a phased approach to revitalizing a historic train station building to promote economic development, multimodal transportation, and environmental health. Manages NEPA environmental review needs with multiple federal funders and works with a robust project team to integrate historic preservation, site contamination, and flood mitigation needs within site design and regulatory required assessments.

Supports funding identification and navigation for a project with a challenging and unique site ownership structure. Informs project budget needs and process.

Greater Rockingham Area Services Environmental Review / Greater Rockingham Area Services / 2023–2024 / Bellows Falls, Vermont

Completed the environmental review as part of the National Environmental Policy Act (NEPA), including analyzing various environmental impacts and coordination across state and federal agencies. Led Act 250 permitting process to support replacing an antiquated heating system with a more energy-efficient, renewable biomass boiler.

Fan House Revitalization / Snowsville Community Trust / 2026–Present / Braintree, Vermont

Serving as Project Manager and environmental planning lead for the adaptive reuse of the historic Fan House property into workforce housing. Managing environmental due diligence and redevelopment planning activities, including Phase I Environmental Site Assessment, HUD environmental review coordination, hazardous building materials considerations, funding strategy support, and navigation of federal and state environmental compliance requirements. Coordinated with community stakeholders to identify redevelopment constraints, advance project readiness, and support the preservation and revitalization of a historic village asset.

New Haven Depot / New Haven Community Trust / 2026–Present / New Haven, Vermont

Project Manager for the adaptive reuse of the historic New Haven Depot into a community-centered gathering space through Vermont's Village Trust Initiative. Directing environmental due diligence and regulatory compliance activities, including Phase I Environmental Site Assessment, hazardous building materials assessment, and HUD/CDBG environmental review documentation. Coordinating with technical specialists, community stakeholders, and funding partners to identify redevelopment constraints, support historic preservation goals, and advance project readiness for future rehabilitation and community use.

Hardwick Hostel / Vermont Huts Association / 2025–Present / Hardwick, Vermont

Project Manager for the Vermont Huts Association Hardwick Hostel project, supporting the development of a downtown vacant lot into lodging accommodations that advance community revitalization and outdoor recreation tourism. Supporting environmental due diligence and regulatory compliance activities, including Phase I and II ESA, HUD environmental review documentation under 24 CFR Part 58, and coordination with project partners and regulatory agencies. Managed multidisciplinary technical teams to identify site constraints, maintain funding eligibility, and advance project readiness for redevelopment. Supporting the project team in leverage brownfield funding to support assessment and cleanup needs as they arise.

Black River Flood Resilience Plan / Mount Ascutney Regional Commission / 2025–Present / Cavendish, Ludlow and Plymouth, Vermont

Providing technical planning expertise and leading community engagement efforts to support the towns of Plymouth, Ludlow, and Cavendish in developing a comprehensive flood resilience plan for the Black River and major tributaries. The plan will involve projects across the flood resilience spectrum, including stormwater management, floodplain restoration, berm removal, bridge and culvert upsizing, and dam removal. For the plan's implementation to be successful, we also recognize the importance of public outreach, standardized project prioritization, and a comprehensive understanding of past assessments and plans for the region.

Woodbury Fire Department / Woodbury Volunteer Fire Department / 2024–Present / Woodbury, Vermont

Managed an Environmental Review for the USDA Rural Development funding. Managed associated Phase I ESA activities and required follow-up Phase II ESA assessment activities. Supported the client in securing Petroleum Cleanup Funding to support Phase II assessment activities to ensure the project was still feasible. Worked with the Vermont Department of Environmental Conservation to create buy-in for an expedited due diligence process, helping to more quickly secure the environmental release and avoid costly further assessment and remedial activities.

Goodell House / Vermont Huts Association / 2025 – Present / Waterbury, Vermont

Managing a HUD NEPA EA within the Little River State Park to support the reconstruction of a historic building for use within the VT Huts system as a community asset. Working collaboratively with the Vermont Department of Forests, Parks, and Recreation, VT Huts, and its architect. Overseeing all aspects of the environmental assessment, including wetlands assessment, hazardous site assessment, and asbestos assessment.



Katrina Mattice, PE / Senior Engineer



Katrina is a professional engineer and project manager with more than 15 years of experience focused on the investigation and remediation of contaminated sites and Brownfield properties. Katrina is skilled in all aspects of site investigation and remediation, including investigation and treatment of contaminants such as PFAS, vapor intrusion assessment and mitigation, environmental regulatory compliance, and remedial planning and implementation. Her remediation experience has ranged from excavation projects, multi-phase extraction including SVE and pump and treat, and injection technologies including chemical oxidation and reduction in addition to mitigation technologies including SSD, engineered barriers and soil management. Katrina's expertise also includes water system operation for public water systems.

Years of Experience / 16

Years of Experience at Stone / 8

Education

Bachelor of Science, Environmental Resources and Forest Engineering, *Cum Laude*, 2008, SUNY College of Environmental Science and Forestry

Professional Certifications

Vermont Professional Engineer, No. 018.0118851

New York Professional Engineer, No. 093202

Class II Public Water System Operator, VT, No. OP04409

40-Hour OSHA Hazardous Waste Operations and Emergency Response Health and Safety Training & Annual 8-Hour Refresher

Skills

Brownfield Redevelopment

Phase I Environmental Site Assessment

Phase II Environmental Site Investigation and Final Report

Evaluation of Corrective Action Alternatives & Corrective Action Plan

Corrective Action / Remedial Design and Cost Estimate

Construction Oversight

Erosion Prevention & Sediment Control

Water Systems Operation

Dam Safety Monitoring

Related Project Experience

Greater Rockingham Area Services Environmental Review / Greater Rockingham Area Services / 2023–2024 / Bellows Falls, Vermont

Project manager to assist with National Environmental Policy Act (NEPA) compliance for a U.S. Department of Housing and Urban Development (HUD) funded project. Project included replacing an antiquated heating system with a more energy-efficient, renewable biomass boiler. Performed Phase I and II ESA and underground storage tank closure and coordinated asbestos assessment and abatement. Performed grant close-out documentation. Assisted with Act 250 permitting process.

22 North Main Street Environmental Review / Vermont Huts Association / 2024 / Randolph, Vermont

Project Manager completing NEPA environmental review for HUD Community Project Funding (CPF) including analyzing various environmental impacts and coordination across state and federal agencies. Vermont Huts Association's is redeveloping a historic mixed-use building. Conducted a Phase I ESA, managed asbestos building materials testing and led the required Section 106 historic preservation consultation.

Bellows Falls Train Station Environmental Due Diligence, Corrective Action Planning and Corrective Action Implementation / Windham Regional Planning Commission / 2024- 2026 / Bellows Falls, Vermont

Engineer on record for a brownfields project with assessment and cleanup funding provided by the Windham Regional Planning Commission (WRC). The Town of Rockingham purchased and is revitalizing the Bellows Falls Train Station Building into a thriving and vibrant multi-modal transportation hub to support the community's long-term economic development vision. Assisted with design and implementation of vapor barriers and an SSD system that can also function as a flood mitigation system. CAP implementation completed in 2026.

Environmental Review and Asbestos Abatement, Bolton Valley Resort and Bolton Valley Community Water and Sewer District / BVR, LLC / 2019–2020 / Bolton, Vermont

Prepared an Environmental Review for a U.S. Department of Housing and Urban Development (HUD) assisted project to assess the impacts of the project on the environment and the impacts of the environment on the project, following the National Environmental Policy Act (NEPA), and all other local, state, and federal associated laws and authorities triggered by the HUD Part 58 ER. The environmental review included a Phase I and II Environmental Site Assessment. Stone subcontracted with Clay Point Associates, Inc. to

perform asbestos inspection and asbestos abatement plan of the Bolton Valley hotel. Clay Point performed air clearance monitoring following asbestos abatement. Prepared Corrective Action Plan for new maintenance garage building due to vapor intrusion risk.

Center for Cartoon Studies / Environmental Due Diligence, Corrective Action Planning and Corrective Action Implementation / 2021 – 2026 / White River Junction, Vermont

Center for Cartoon Studies purchased the property to redevelop into a campus for MFA and certificates in cartooning. Engineer on record for brownfields project with assessment funding provided by TRORC and cleanup funding provided by ACCD BRF. Performed initial site investigation including PCBs in indoor air and soil gas assessment. Designed corrective actions including the remediation of PCB containing building materials and vapor intrusion mitigation. Assisted with bid documentation and attended bid site walk. Corrective action implementation is on-going and includes the removal of PCB and asbestos containing building materials, abatement of lead-based paint, and vapor barrier installation on building walls and concrete slab.

NEPA Environmental Assessment / Roxbury Fish Culture Station / Vermont Department of Buildings and General Services / 2017–2018 / Roxbury, Vermont

Prepared a Supplemental Environmental Assessment for the Roxbury Fish Culture Station construction project in accordance with National Environmental Policy Act. Coordinated with Vermont Fish and Wildlife, FEMA and Vermont Division for Historic Preservation.

Gardner Park Corrective Action Plan Implementation / City of Newport / 2023–2025 / Newport, Vermont

Project manager to implement a corrective action plan to manage contaminated soil and install engineered barriers that ensure long-term safety for park visitors. Project management included permitting for work in the flood hazard zone, dust monitoring to prevent contaminant migration, coordination with disposal facilities and City, daily reporting and documentation of barrier installations, and completion of an as-built survey. Prepared final report in compliance with Vermont's Investigation and Remediation of Contaminated Properties Rule (IRule) for site closure and grant close-out.

Bean Hall 908 VT-113, Environmental Due Diligence / West Fairlee Community Trust / 2025 – Present / West Fairlee, Vermont

Senior engineer performing QEP review on Phase I ESA and Phase II ESA work plan scope and budget. West Fairlee Community Trust intends to redevelop the property into a community asset with gathering space, office and performance spaces, a community kitchen, and historical archives. There is currently a shared drinking water well between the Bean Hall building and the adjoining West Fairlee Community Center. Performed analytical review of the shared drinking water system due to PFAS contamination and recommended next steps to provide Bean Hall clean drinking water.

120 State Street Department of Motor Vehicles Site Investigation and Corrective Action Plan / EF Wall & Associates, Inc. and Building and General Services / 2018–2019 and 2025 / Montpelier, Vermont

Lead engineer on the project to design and implement a Corrective Action Plan (CAP) supported by a Site Investigation (SI) for managing contaminated soil related to building upgrades at a State of Vermont public facility. Building upgrades include flood proofing. Polycyclic Aromatic Hydrocarbon (PAH) contamination in soil was identified at the property. Soil management activities included proper on-site handling and offsite disposal. On-site long-term soil management included the installation of physical barriers to protect site users and the public from contact with any remaining PAH-impacted soils above state standards.

TLR Complex, 10 & 16 Mill Street Environmental Due Diligence and Cleanup Planning / Sustainable Valley Group (SVG) and VT DEC / 2022–Present / Bellows Falls, Vermont

Project manager for coordinating a Phase I and II ESA and assisting the redeveloper, Sustainable Valley Group, in securing assessment funding. Designed and implemented a site investigation including assessment of polychlorinated biphenyls (PCBs) in porous and non-porous media, hazardous building materials, sub-slab vapor, surface soil using incremental sampling methodology and discrete soil sampling, and groundwater assessment to fill data gaps. Performed Evaluation of Corrective Action Alternatives (ECAA) to assess feasible remedies for vapor intrusion. Assisted redeveloper with end use visioning and applying for an EPA cleanup grant in 2026. Redevelopment of the Site is pending based on corrective action implementation.



Daniel Voisin / *Director of Environmental Assessment & Remediation Services*



Dan is a senior geologist and leader of environmental assessment and remediation services at Stone. He has over 20 years of environmental site investigation and remediation experience. He specializes in supporting property owners faced with contaminated and hazardous site redevelopment challenges. Dan has managed numerous brownfield site investigations performed under US EPA and VTDEC approved Quality Assurance Project Plans. Dan has a deep understanding of brownfield redevelopment issues and routinely collaborates with planners, economic analysts, architects, and engineers to find creative solutions to complex projects.

Years of Experience / 27

Years of Experience at Stone / 24

Education

Master of Science, Earth Science,
Geochemical Systems, 2005,
University of New Hampshire

Bachelor of Science, Geology, 1998,
Bates College

Certifications

40-Hour OSHA Hazardous Waste
Operations and Emergency Response
Health and Safety Training & Annual
8-Hour Refresher

OSHA Site Supervisor

Skills

Brownfield Redevelopment

Environmental Due Diligence
All Appropriate Inquiry; Phase I and
II Environmental Site Assessments

Toxic Substance Control Act

Vapor Intrusion Investigation &
Mitigation

Area Wide Brownfield Assessments
and Planning

High Resolution Site Characterization

Honors and Awards

Project Manager on the City Market
Brownfield Redevelopment Project
Recognized with the 2017 Vermont
Governor's Award for Environmental
Excellence & 2018 US EPA
Environmental Merit Award

Professional and Community Activities

Board Member, Vermont
Environmental Consortium

Related Project Experience

203 Country Club Road Redevelopment / 2022-present / Montpelier, Vermont

Senior Geologist for environmental due diligence, site investigation, and remedial planning for the City of Montpelier's planned redevelopment of the former Elks Club golf course in Montpelier. Oversees and provides technical and strategic guidance on the development of site investigation scope, remedial planning, and interim use of the property. Participates in stakeholder meetings and provides responses to public inquiry.

Environmental Review / Bolton Valley Resort and Bolton Valley Community Water and Sewer District / BVR, LLC / 2019–2020 / Bolton, Vermont

Senior technical reviewer for an Environmental Review for a U.S. Department of Housing and Urban Development (HUD) funded renovation and revitalization project at Bolton Valley Resort. Assisted project to assess the impacts of the project on the environment and the impacts of the environment on the project, in accordance with the National Environmental Policy Act (NEPA), and all other local, state, and federal associated laws and authorities triggered by the HUD Part 58 ER. The environmental review included a Phase I and II Environmental Site Assessment.

Bellows Falls Train Station / Town of Rockingham / 2024–Present / Bellows Falls, Vermont

Provides program management and senior technical assistance to the Town of Rockingham as it revitalizes a historic train station building to promote economic development, multimodal transportation, and environmental health. The redevelopment includes flood protection and environmental remediation in a historic train station in Bellows Falls.

Goodell House / Vermont Huts Association / 2025 – Present / Waterbury, Vermont

Senior technical support for a HUD NEPA Environmental Assessment within the Little River State Park to support the relocation and reconstruction of a historic building for use within the VT Huts system as a community asset.

Environmental Due Diligence and Sediment Remediation / Private Client / 260 River Street, Montpelier, Vermont / 2016–Present

Senior Geologist and Program Manager for brownfield redevelopment of a former coal gasification plant in Montpelier, Vermont for commercial reuse. Oversaw project from due diligence through remediation and ongoing monitoring. Remedial implementation was conducted under USACE 404/401

permits, VT DEC Stream Alteration Permit, and City of Montpelier zoning permit and included removal of coal tar impacted sediments, installation of engineered barriers, and management of contaminated soils.

Benn Hi Environmental Due Diligence / Hale Resources, LLC / 2023–Present / Bennington, Vermont

Senior Project Manager for the mixed-use redevelopment of the former Bennington High School, leading Stone's environmental due diligence, corrective action implementation, and program management for Hale Resources, LLC, and the Bennington County Regional Commission. The project involves remediating and renovating a former high school for mixed use, including low income and market rate housing while respecting historical preservation goals and flood protection. Manages regulatory coordination, funding compliance (including DBRA and BABA requirements), budget tracking across multiple revolving loan and brownfield funding sources, and Qualified Environmental Professional oversight during active remediation and construction, ensuring the project remains compliant with grant requirements and state and federal standards.

Continuous General Services Contracts / VT DEC / 2005–Present / Vermont / Various Stone Projects

Program Manager and Senior Project Manager for Stone's general services contract to perform environmental assessment, remedial planning, and remedial implementation for the VT DEC, Waste Management Division, Brownfield Response Program and Sites Management Section.

Environmental Investigation and Remediation Planning Services Contract / Vermont Agency of Administration, Buildings and General Services / State-wide, Vermont / 2021–Present

Program Manager for general services contract with the Vermont Agency of Administration, Buildings and General Services Division to perform environmental assessment, remedial planning, and remedial implementation projects on sites across Vermont. Assignments have included expert opinion support of BGS during due diligence periods of property transactions, soil quality assessments and QEP services during facility improvement projects, and continuation of environmental investigation, monitoring, and maintenance at the Southern Vermont Regional Airport.

Edgar May Health and Recreation Center Brownfield Redevelopment / 2009–2013, 2013–Present / Springfield, Vermont / 20-069

Senior Project Manager and Senior Geologist for the environmental due diligence, and remedial planning and implementation of a former Foundry property in Springfield, Vermont. Through ongoing coordination with the property owner, Stone developed successful applications for a US EPA cleanup grant and a Vermont Agency of Commerce and Community Development (VT ACCD) Brownfield Revitalization Fund (BRF) grant totaling over \$3 million. Recent tasks include providing services to Springfield Medical Care Systems to develop bid specifications and requests for bid in accordance with US EPA's Disadvantaged Business Enterprise Requirements (e.g., the Six Good Faith Efforts and Contract Administration Requirements). Interior remedial tasks are currently underway and include removal of contents and universal wastes, decontamination of porous and non-porous surfaces, demolition of foundry building annex, removal of the PCB-contaminated slab, installation of a vapor barrier, and installing a new slab.

Publications and Presentations (Selection)

New England Waste Management Offices Association (NEWMOA), Site Characterization & Real-Time Data Collection: a Hands-On Workshop, Recommendations and Lessons Learned, May 13, 14, and 15, 2025.

NEWMOA, What Regulators Want: Quality Site Assessments & Investigations Using the Conceptual Site Model Approach, Understanding the Collected Data, May 18 and June 7, 2023.

Additional Education (Selection)

Hazardous Waste General Site Worker Training. (OSHA 29CFR1910.120), refreshed annually.

Making Better Decisions: Real-time Data Collection and Interpretation, NEWMOA, 2016.

Project Management Professionals, Desai Management Consulting, June 2015.

Princeton Remediation Course, Princeton Groundwater Inc., June 2013.

Moving Towards More Sustainable Remediation, NEWMOA training course, December 5, 2013.

Green and Sustainable Remediation, ITRC, February 7, 2013.



Laura Rajnak / Environmental Scientist



At Stone, Laura draws on her background in environmental biology and geospatial survey experience to assist the Environmental Assessment and Remediation team. Prior to joining Stone, Laura worked aboard survey vessels as a hydrographer to collect and process bathymetric data in the Gulf of Mexico and on the Mississippi River. She holds a B.S. in Environmental Biology from the University of Guelph and an Advanced Diploma in Marine Geomatics from the Centre of Geographic Sciences in Nova Scotia, Canada.

Years of Experience / 8

Years of Experience at Stone / 5

Education

Advanced Diploma, Marine Geomatics, 2015, Centre of Geographic Science

Bachelor of Science, Environmental Biology (Minor: Zoology), 2013, University of Guelph

Professional Certifications

40-Hour OSHA HAZWOPER and 8-Hour HAZWOPER Annual Refresher, Current

Skills

Data Collection and Analysis

Surveying and AutoCAD Drafting

Data Visualization and Mapping

ArcGIS (Desktop 10.5, Pro & Online)

Technical Writing

Satellite/Terrestrial Positioning Systems, Sonars, Single/Multibeam Echo Sounders, Laser Scanners, LiDAR

Occupational Health & Safety Act/Regulation Compliance

Related Project Experience

203 Country Club Road, Montpelier, Vermont / City of Montpelier / 2022–Present

Served as the Project Manager for the Phase I and II Environmental Site Assessment of the former Elks Club property located at 203 Country Club Road in Montpelier, Vermont, completed on behalf of the City of Montpelier. Responsible for overall project management, coordination with municipal stakeholders and regulatory agencies, subcontractor oversight, scheduling, and preparation of regulatory deliverables. Led the technical design and execution of the Phase II ESA to evaluate recognized environmental conditions associated with historic golf course operations and maintenance activities, including the application of pesticides and the presence of used fuel, gasoline, and diesel aboveground storage tanks. Oversaw and participated in field investigations consisting of surface and subsurface soil sampling using incremental sampling methodology, sediment quality assessment, and groundwater impact screening. Managed laboratory coordination, quality assurance and quality control, data evaluation, and interpretation of analytical results, and led development of the conceptual site model, conclusions, and recommendations to support site redevelopment planning and future remedial decision-making.

Former Bennington High School / Bennington, Vermont / 2023–Present

Served as project team lead for site investigation activities supporting the brownfield redevelopment of the Former Bennington High School. Responsibilities included leading Phase II Environmental Site Assessment activities and supplemental investigations to characterize soil, soil vapor, indoor air, and building materials impacted by PCBs, PAHs, and VOCs. Coordinated field teams, managed sampling programs, and oversaw data evaluation to support conceptual site model development and corrective action planning.

In addition to investigation work, provided ongoing Qualified Environmental Professional (QEP) services during development of the Corrective Action Plan (CAP) and implementation planning. Responsibilities included **assisting with the** development of soil management and vapor intrusion mitigation strategies, and coordination of supplemental soil assessment activities to address redevelopment-related disturbance areas. Continues to support regulatory coordination, remedial implementation oversight, and documentation to facilitate safe site reuse and long-term protectiveness.

Corrective Action Implementation / Windham Regional Planning Commission / Bellows Falls Train Station / 2025- 2026 / Bellows Falls, Vermont

The Town of Rockingham is revitalizing the Bellows Falls Train Station Building into a thriving and vibrant multi-modal transportation hub to support the community's long-term economic development vision. In 2025 through winter 2026, provided Qualified Environmental Professional (QEP) services during implementation of the Corrective Action Plan (CAP). The remedy included targeted asbestos abatement, vapor barriers and a sub-membrane depressurization (SMD) system that also functions as a flood mitigation system.

Site Investigation / 260 Elm Street, Montpelier, Vermont / Vermont Department of Environmental Conservation / 2022–2023 / Montpelier, Vermont

Project manager for the initial site investigation to assess the degree and extent of contamination from a release of petroleum discovered during the closure of an abandoned underground storage tank. Based on the results of the ISI and UST closure assessment, previously reported release of petroleum to soils below the former UST did not result in widespread impacts to the subsurface. Groundwater was adversely affected from the previously documented release to subsurface. The groundwater monitoring wells were abandoned in accordance with the Vermont Water Supply Rule and a the site was assigned a Sites Management Activities Complete designation.

St Johnsbury Water and Sewer / Town of St. Johnsbury / SMS #911157 / 2023–Present

Served as the Project Manager for the Supplemental Site Investigation (SSI) at the St. Johnsbury Water & Sewer hazardous waste site located at 176 Western Avenue in St. Johnsbury, Vermont (SMS #911157), completed on behalf of the Town of St. Johnsbury. Responsible for overall project management, including preparation of the SSI Work Plan and Cost Estimate, coordination with municipal stakeholders and regulators, subcontractor oversight, scheduling, budget tracking, and invoicing. Led the technical design and execution of the investigation, which included evaluation of historical environmental data, development of the conceptual site model, and design and oversight of soil vapor, soil, and groundwater assessments to delineate petroleum and chlorinated VOC contamination. Managed field activities, ensured compliance with regulatory requirements, health and safety protocols, and quality assurance/quality control procedures, and oversaw laboratory coordination and data review. She also led interpretation of analytical results and preparation of figures, technical documentation, and reporting to support regulatory review and ongoing site management decisions.

Edgar May Health and Recreation Center / 140 Clinton Street, Springfield, Vermont / Vermont Department of Environmental Conservation / 2020–Present

Performed assessments of a site identified with polychlorinated biphenyls (PCBs) in building materials. The assessments included evaluation of window caulk, masonry, and paint for the presence of PCBs and additional assessment of PCBs released to the building concrete slab to support remedial planning for future high-occupancy use.

30 Henry Street / Windham Regional Commission / 2022–Present / Bellows Falls, Vermont

Provided field and office support for the phase II ESA. Duties included sample collection and management of interior and exterior soil gas and oversight of the GPR survey. Laura provided office assistance creating figures and data management.

Soil Management Plan / Clinton Street Waterline Replacement / Town of Springfield / 2023–Present / Springfield, Vermont

Project manager and qualified environmental professional overseeing the management of contaminated soils and monitoring of breathing space while waterline replacement was completed. The Project Area adjoined several State-listed hazardous waste sites (SHWS) and properties enrolled in the Vermont Brownfield Reuse Environmental Liability Limitation Act (BRELLA) program. Several areas were identified having PAH-contaminated urban fill soils, coal tar contaminated soil, and VOC-contaminated soil vapor within the Project Area.

Caledonia Spirits Annual Barrier Inspection and Maintenance / Caledonia Spirits / 2020–Present / Montpelier, Vermont

Conducts annual inspection of the building, concrete, soil, and asphalt engineered barriers for deterioration. A written report with recommendations is completed by Laura as part of the annual inspection.



John Farrell / Staff Scientist



Building on his undergraduate education and past field and research experience in rangeland ecology and wildlife monitoring, John takes on a wide range of responsibilities for agricultural fate and exposure projects at Stone. He takes a detail-oriented approach to duties, including map creation, laboratory analysis, quality control, and sample collection. During his undergraduate degree he focused on ecology, data collection, and GIS implementation. Prior to joining Stone, he managed a crew of technicians and coordinated field survey logistics for studies in collaboration with the Bureau of Land Management for the University of Montana.

Years of Experience / 3

Years of Experience at Stone / 2

Education

Bachelor of Science, Wildlife and Fisheries Biology, Wildlife Concentration, 2023, University of Vermont

Professional Certifications

Good Laboratory Practice Standards (40 CFR Part 160) and EPA GLP Preambles (1989)

Skills

Field Data Collection

ArcGIS Pro

Technical Writing

Data Entry and Management

Professional and Community Activities

Crag Vermont – Member/Volunteer

Related Project Experience

30 Henry Street Phase I ESA / Bellows Falls Bike Project / 2025 / Bellows Falls, Vermont

Drafted an ASTM-compliant Phase I ESA report, including creating clear figures, and the assessment and analysis of a diversity of records and data sources. Assisted in developing recommendations based on the site context and ASTM standards.

VT Huts Hardwick Phase I ESA / Vermont Huts Association / 2025 – Present / Hardwick, Vermont

Drafting an ASTM-compliant Phase I ESA report including government record and environmental database review. Assisting in identifying recognized environmental conditions and associated recommendations. Supporting NEPA analysis to assess environmental impacts of the proposed project.

UAV Spray Drift Trial / Confidential Client / 2023 / Robstown, Texas

Field sampler, lab analysis of samples.

UAV Spray Drift Trial / Confidential Client / 2023 / Castro, State of Paraná, Brazil

Field sampler, lab analysis of samples, assisted in meteorological station setup.

UAV Spray Drift Trial / Confidential Client / 2023 / Brisbane, Australia

Analytical principal investigator, field sampler, assisted in meteorological station setup.

Comparing the Field Drift and Volatility of Dicamba applied on Corn – Nebraska / Confidential Client / 2023 / York, Nebraska

Field sampler, field and meteorological station setup.

Comparing the Field Drift and Volatility of Dicamba Applied on Corn – Illinois / Confidential Client / 2023 / Shattuc, Illinois

Field sampler, field and meteorological station setup.

Publications and Presentations

Clarfeld, L. A., Sirén, A. P. K., Mulhall, B. M., Wilson, T. L., Bernier, E., Farrell, J., Lunde, G., Hardy, N., Gieder, K. D., Abrams, R., Staats, S., McLellan, S., & Donovan, T. M. (2023). Evaluating a tandem human-machine approach to labelling of wildlife in remote camera monitoring. *Ecological Informatics*, 77, 102257.



Meghan Arpino, PH, CFM / Project Hydrologist



Meghan is a Certified Professional Hydrologist and Certified Floodplain Manager specializing in surface water hydrology, stream and floodplain restoration, and flood hazard mitigation. She brings a decade of experience conducting geomorphic and habitat assessments, water quality monitoring, fluvial and topographic surveying, and 1D/2D hydrologic and hydraulic (H&H) modeling. At Stone, Meghan leads multidisciplinary teams through complex river restoration and resiliency projects. Her technical expertise and approachable communication style make her an effective liaison between project teams, regulators, and the public.

Years of Experience / 10

Years of Experience at Stone / 9

Education

Master of Science, Hydrology, 2016,
University of New Hampshire

Bachelor of Science, Environmental
Science, 2012, University of Vermont.
Minor: Chemistry

Professional Certifications

Professional Hydrologist (PH),
American Institute of Hydrology,
Current

Certified Floodplain Manager (CFM),
Association of State Floodplain
Managers, Current

Skills

Flood Hazard Mitigation

Stream and Floodplain Restoration

Hydrologic and Hydraulic Modeling

Stream Geomorphic and Habitat
Assessments

Topographic and Bathymetric
Surveying

Spatial Analysis and Mapping

Water Quality Monitoring

Field Data Collection

Statistical Analysis

Good Laboratory Practices (GLP)

Project Management

Software: ESRI GIS Products, R,
HEC-RAS, HEC-HMS, MS Office
Suite

Related Project Experience

Resiliency Initiative for Vermont Empowerment and Recovery (RIVER) / 2024–2026 / Ludlow, Jamaica, Londonderry, and Weston, Vermont

Project manager and primary point of contact for Stone's two RIVER project contracts. Led Stone's team of engineers and scientists in public outreach, stakeholder engagement, project scoping, alternatives analysis, hydrologic and hydraulic modeling, field data investigations, benefit cost analysis, and conceptual design development for preferred flood mitigation projects. Provided additional as-needed technical assistance to RPCs and Towns to develop full HMGP grant applications for eligible flood mitigation projects.

VEM Flood Scoping Study / 2025–Present / Washington and Huntington, Vermont

Project manager and primary point of contract at Stone for two hydraulic modeling and flood project scoping studies for Vermont Emergency Management, one in Washington and the other in Huntington, Vermont. Currently leading Stone's team of engineers, scientists, and planners, along with subconsultants, through stakeholder engagement, hydrologic analysis, 2D hydraulic modeling, project identification and prioritization, field data collection, Benefit-Cost Analysis (BCA) and preliminary design to support project development for FEMA HMGP or similar funding.

Black River Flood Resilience Study and Plan / 2025–Present / Plymouth, Ludlow, and Cavendish, Vermont

Project manager and primary point of contact at Stone for the Black River Flood Resilience Study and Comprehensive Plan project for Mount Ascutney Regional Commission. Currently leading Stone's team of engineers, scientists, and planners in public outreach, stakeholder engagement, project identification and prioritization, field data investigations, conceptual design development for preferred flood mitigation projects, and creation of a comprehensive flood resilience plan for Black River.

Richmond Engineering Services for Hazard Mitigation Grant Program / 2024–Present / Richmond, Vermont

Project manager and primary point of contact for a hydraulic study of the Winooski River and key tributaries in Richmond, Vermont, to identify flood hazard mitigation projects, including stream crossing replacements and improvements. Currently leading Stone's team of engineers and scientists in public outreach, stakeholder engagement, hydrologic and hydraulic modeling, project identification and prioritization, field data investigations, benefit-cost analysis, and conceptual design development for preferred flood mitigation projects.

Wardsboro Hydrologic Study and Flood Action Plan / 2024–Present / Wardsboro, Vermont

Providing project management and technical expertise for a hydrologic study and development of a flood resilience action plan in Wardsboro through the Municipal Technical Assistance Program (MTAP). Project analysis included a vulnerability assessment based on climate projection downscaling and geospatial analysis to identify flood risk areas. Flood hazard mitigations strategies were recommended to reduce risk in each risk area and presented in an action plan outlining next steps for improving flood resiliency.

Stevens River Bank Stabilization / Connecticut River Conservancy / 2018–2020 / Barnet, Vermont

Performed a desktop assessment of existing data, supported a survey-level field geomorphic assessment, and conducted hydrologic and hydraulic modeling using HEC-RAS for a river bank stabilization project on the Stevens River in Barnet, Vermont to improve aquatic organism passage, reduce sediment transport, and achieve overall stream equilibrium.

Pine Mill Dam Removal and Restoration Design / Connecticut River Conservancy / 2018–2019 / Haverhill, New Hampshire

Reviewed design and permitting needs for a dam removal project to improve geomorphic continuity, channel stability, and floodplain protection. The design incorporates steps, pools, riffles, and large wood at dimensions and frequencies similar to those found in the reference reach to provide channel stability, dissipation of flow energy and improvements to fish habitat and heavily vegetated areas to reduce erosion control issues.

Hands Mill Dam Removal / Winooski Natural Resources Conservation District / 2020–2024 / Town of Washington, Vermont

Project Manager for removal of a stone masonry and concrete dam along the Jail Branch in Washington, Vermont. Led Stone's team of scientists and engineers in the development of final (100%) design plans, along with related permits and construction bidding documents for dam removal and restoration. This project included additional scoping work to identify opportunities for floodplain reconnection and stream crossing improvements in the vicinity of the Hands Mill Dam following the July 2023 Flood in Vermont, during which the Hands Mill Dam breached. Provided field support and led the hydrology and hydraulics analysis during the preliminary design and feasibility study phases. Field work included sediment probing and sampling, pebble counts to characterize the stream bed material, and stream geomorphic assessments of the impounded and reference reaches.

Johnsons Mill Dam Removal & Long-Term Monitoring / Franklin County Natural Resources Conservation District / 2019–Present / Bakersfield, Vermont

Completed field work and hydrology and hydraulics analysis for the removal of the Johnsons Mill Dam in Bakersfield, Vermont. Field work included probing to determine the impoundment extent, stream geomorphic survey and assessment, and collecting discharge measurements. Currently managing a multi-year habitat monitoring project for the site post-dam removal.

Pelletier Dam Removal and Engineering Design / Vermont Natural Resources Council / 2018–2021 / Castleton, Vermont

Performed sediment sampling analysis and survey-level field geomorphic assessment and conducted hydrology and hydraulic modeling to evaluate dam removal scenarios in achieving the project goals of improved geomorphic continuity (reconnecting channel to adjacent floodplain), fish passage, and flood resiliency along North Bretton Brook in Castleton, Vermont. Major components of the H&H study included: delineating the watershed draining to the Pelletier Dam and characterizing flows for standard recurrence interval storm events; utilizing topographic survey information of the stream channel, floodplains, dam, and other features to develop existing and proposed hydraulic models of the river system throughout the project area; and evaluating existing conditions and two removal scenarios.



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August 20, 2026 | Proposal

City of Montpelier

Country Club Road

Environmental Assessment Services for a
HUD CDBG-DR Project



1. Company Overview

1979

Year Founded

2000+

Engineers, Scientists,
Planners and Designers

30+

locations on the
east coast

#61

ENR Top 500 U.S.
Design Firms List



Firm Background

With 33 offices along the east coast and offices conveniently located in Montpelier and Winooski VT, VHB offers an unmatched depth and breadth of resources close at hand and ready to respond efficiently to any challenge presented. Our people have firsthand experience with U.S. Department of Housing and Urban Development (HUD) grants and National Environmental Policy Act (NEPA) compliance and have successfully worked together on community-based projects throughout the state and Northern New England region.

Our mission is to inspire our people and partner with our clients and communities to create a sustainable future.

VHB's work helps improve mobility, enhance communities, build resilience, and contribute to economic vitality. Our integrated approach leverages our comprehensive services so that each project considers environmental, social, and economic factors, resulting in sustainable solutions. We collaboratively apply technical skills anchored in this holistic approach to deliver lasting results that help communities thrive for generations to come.

We're a diverse team—2,000-plus strong and growing—eager to deliver value by embracing our clients' goals, anticipating challenges, and building lasting, trusted partnerships.

VHB's client-focused approach leverages a multidisciplinary, integrated way of working to best serve our clients. We examine projects holistically—across all the markets we serve—applying our comprehensive services knowledge and relationships across varying sectors to uncover smarter, more innovative, technology-enabled solutions. We work collaboratively—internally and with our client partners—to solve the most complex and connected energy, environmental, community, and mobility challenges.

Related Services | Environmental Assessment & Compliance | Natural and Cultural Resources Assessment & Analysis | National Environmental Policy Act (NEPA) Documentation & Analysis | Water Resources Analysis | Wetlands Delineation, Mitigation & Permitting | Climate Adaptation Planning | Sustainability | Hazardous and Contaminated Materials Assessment and Management

NEPA Experience

VHB has over 40 years of demonstrated experience in the execution of thorough and defensible NEPA documentation, which has facilitated the advancement of a wide

range of projects - from implementation of modest community-based grant-funded projects to some of the biggest and most noteworthy projects in Vermont and along the East Coast.

VHB specializes in the application of NEPA to public projects. We bring a thorough understanding of the NEPA process and regulations and its interaction with planning and environmental impact analysis, which enables us to support NEPA reviews economically and rapidly to meet overall project schedules. We work with NEPA daily and understand that each federal agency's interpretation of NEPA requirements differ from one another. This is more important today, in the face of rapidly changing federal policies and priorities.

Our team also prepares documentation tied to the NEPA process, including Section 7 Consultation under the Endangered Species Act, and Section 106 Consultation for historic preservation. **VHB is unique in that we can provide all of the technical services required to inform project planning, design, permitting, and NEPA compliance, including natural sciences surveys, and historic resources assessments.**

VHB has worked on hundreds of projects involving the preparation of Environmental Impact Statements, Environmental Assessments, and Categorical Exclusions, including dozens within Vermont. Our NEPA clients have included both private-sector and public-sector clients (municipalities and state and federal agencies). Our team has provided NEPA compliance services in accordance with the policies of various federal agencies, including HUD, the Northern Border Regional Commission (NBRC), the US Economic Development Administration (EDA), the United States Department of Agriculture Rural Development (USDA-RD), the United States Department of the Interior (DOI), National Parks Service (NPS), Bureau of Land Management, Bureau of Indian Affairs, the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), the Federal Aviation Administration (FAA), the Federal Communications Commission (FCC), and the National Oceanic and Atmospheric Administration (NOAA), among others.

Key Personnel

Brad Ketterling, Project Manager



Brad has worked as an environmental scientist for close to three decades, specializing in state and federal permitting and NEPA compliance. Brad helps clients navigate complex regulatory requirements and achieve successful results by identifying and assessing natural and cultural resource issues and constraints and developing strategies to obtain authorizations that are in the best interest of the client and the environment. Brad is the Project Manager for the CDGB-DR funded Hardwick Floodplain Restoration Project and is also currently working with the City of Barre on the CDGB-DR funded Prospect Heights development. Brad has worked on NEPA and Section 106 compliance for six unique NBRC-funded projects in

Vermont, including the proposed rehabilitation of the historic Bellows Falls train station and the proposed Picnic Loop Subdivision at Bolton Valley Resort. Brad also managed the preparation of the Environmental Assessment for a complex VTrans rail tunnel project through the National Register-listed Middlebury Village Historic District, supporting Section 106 compliance on numerous fronts, including eligibility determinations for rail bridges and railroad corridors and the preparation of guidelines for preparing a Historic Structures Management Plan.

Carolyn Black, Environmental Planner



Carolyn is an Environmental Planner with VHB's Vermont Environmental Services team. Prior to joining VHB, Carolyn held positions with the National Park Service, where she worked as an Administrative Assistant to the Facilities Maintenance Manager and in a community engagement capacity. Carolyn supports developing NEPA documents, permitting applications, and assisting with agency and public coordination. She has contributed to a range of NEPA documents for a variety of project types for private, federal, and state client organizations. Carolyn specializes in preparing HUD NEPA compliance documentation, working closely with grantees and HUD or ACCD representatives to streamline the process. Carolyn has also worked closely with Brad on NBRC NEPA EAs for Bolton Valley Resort and the Towns of Killington and Woodstock, Vermont and VHB's lead planner for Barre's Prospect Heights project.

Evan Detrick, PE, Chief Transportation Engineer



Evan is the Chief Transportation Engineer in VHB's Winooski office with over four decades of experience supporting federal, state, municipal, and private sector projects. Evan's responsibilities include scoping and budgeting, project management, and quality control. He has completed the planning and design of a wide array of highway projects such the recent Main Street reconstruction projects in Burlington and Winooski; the East Road and Depot Road reconstruction project in Colchester; and reconstruction of Killington Road in Killington. Evan is the Project Manager for the City of Montpelier's Country Club Road Alternatives Analysis and roadway design.

Britta Tonn, Task Manager - Cultural Resources



Britta, who is VHB Vermont's Director of Cultural Resources, approaches each project with an extensive knowledge of local, state, and federal environmental regulations. She has managed historic review and compliance processes for private, public, and institutional clients throughout Vermont, from permitting and due diligence planning through Memorandum of Agreement (MOA) negotiation and mitigation. Britta is included on the selective Vermont Division for Historic Preservation's (VDHP) *Community Development Approved Consultants List* which

authorizes her to work on CDBG-funded projects. She is currently conducting Section 106 reviews for seven different CDBG projects, two of which are receiving

CDBG-DR funding related to flooding impacts on historic buildings. Britta exceeds the Secretary of the Interior's (SOI) Professional Qualifications Standards for an Architectural Historian and Historian under 36 CFR 61.



Kurt Muller, PE, Task Manager - Site Investigation & Remediation

Kurt's 20+ years of engineering experience encompasses project management, environmental site assessment, PCB investigation and remediation design, site cleanup management, and stakeholder coordination and outreach. Kurt's focus is on brownfield environmental consulting work and managing large site characterization and remediation projects in Vermont. He has acted as lead Project Manager and Environmental Professional on more than 100 EPA-funded brownfield site investigations, dozens of municipal and private redevelopment efforts, five PCB remediation projects that required EPA/TSCA approval, and four large CERCLA-compliant soil management and remediation projects for the National Park Service. His experience includes preparation of work plans, site investigation reports, and Corrective Action Plans (CAPs) that address a wide variety of contaminants in a manner that is project goal-focused and compliant with regulations. Kurt is a licensed Professional Engineer in Vermont.

2. Approach and Methodology

Project Understanding

The City of Montpelier (City), has endured substantial flooding damages in the past, most recently in July 2023 and 2024. Being located in Washington County and alongside the Winooski River, the City is within a designated Most Impacted and Distressed area as determined by HUD in consultation with state officials. The construction of new housing outside of the floodplain is a critical component of Vermont's flood recovery efforts. The proposed infrastructure extension to Country Club Road and the low and moderate income (LMI) and workforce housing element represent a significant opportunity to provide housing in areas safe from future flooding to decrease the likelihood of future flood impacts on homes and livelihoods within Montpelier.

VHB understands that the City has been awarded a Community Development Block Grant Disaster Recovery (CDBG-DR) in April 2026 under Application # 07110-DR-IG-2025-Montpelier-264 to support developing new housing opportunities outside of flood-prone areas in response to presidentially declared disaster DR-4720 (July 2023 flooding). VHB also understands that the Project has also been awarded a Catalyst Grant from NBRC, but that the Vermont Agency of Commerce and Community Development (ACCD), representing HUD, will serve as the lead federal agency and NBRC will adopt the NEPA compliance document.

The City has requested the preparation of an Environmental Assessment (EA) to demonstrate compliance with NEPA prior to receiving federal funds through the CDBG-DR grant. The EA will assess all potential impacts of the proposed project in accordance with HUD's regulations for implementing NEPA pursuant to 24 CFR Part 58. The ACCD has the authority to conduct and approve environmental reviews for HUD-funded projects in Vermont. Therefore, ACCD's environmental officers will receive the EA submission for review and approval before releasing Project funds to the City.

VHB's Familiarity with Country Club Road

VHB has a long history assisting the City by providing various services associated with the proposed redevelopment of the former Elk's Club Property. VHB provided Master Planning services commencing in 2022, including the facilitation of public input, preparation of existing conditions mapping, completion of a site analysis (including natural resources, existing infrastructure, traffic, and regulatory implications) and an opportunities / constraints review, and the preparation of conceptual and final Master Plan options. VHB also provided the graphic design support for the Actionable Plan that will form the basis of the LMI element of the EA. Brad was significantly involved in the natural resources assessment of the parcel which included conducting on-site field assessments to observe state and federally regulated features such as streams

and wetlands. Brad also participated in a public meeting to present Master Plan concepts.

In addition to supporting the Master Planning, VHB completed a variety of survey and engineering tasks that underpinned Conceptual Planning, including an existing conditions survey, subsurface utility survey, and rail siding survey. VHB also prepared conceptual alternatives for improvements to the vertical road profile (grade) of Country Club Road, including potential modifications to the crossing of the Washington County Railroad (WACR) siding. This included renderings of the proposed complete streets streetscape in cross sectional and plan views.

VHB is familiar with the April 1, 2025 60 percent water and sewer design plans developed by the Dufresne Group (DG) for Country Club Road, and in fact has DG under contract as a subconsultant to advance the plans to 90 percent complete design drawings. VHB has a long-standing relationship with DG and has collaborated with their team on various significant infrastructure improvement projects throughout Vermont.

In short, VHB's long history of involvement with the City's proposed redevelopment of the Country Club Road site positions us uniquely to support this CDBG-DR / NBRC NEPA compliance effort. Our familiarity with and access to detailed information and files will enhance the efficiency of accessing and preparing the necessary supporting documentation.

Scope of Services

VHB has prepared the following scope of work to describe the specific tasks necessary to demonstrate compliance with both NEPA and Section 106 of the National Historic Preservation Act, as well as engineering consultant and regulatory coordination tasks to support such compliance and future applications for state and federal permits.

Task 1 - Preparation of EA

VHB assumes that the appropriate level of NEPA review for the CDBG-DR grant has been determined to be an EA. VHB is familiar with the HUD's implementing regulations for NEPA compliance pursuant to 24 CFR Part 50 and Part 58. VHB has prepared both CEs and EAs using both the HUD Environmental Review Online System (HEROS) and the ACCD's Grant Electronic Application and Reporting System (GEARS). The City will open a new EA in GEARS and add VHB as a preparer with an assigned "writer" role. VHB assumes that, in a fashion similar to the City of Barre's proposed Prospect Heights development (also funded by both CDBG-DR and NBRC Catalyst), the ACCD will act as the lead federal agency and NBRC will adopt the resulting NEPA compliance documentation.

VHB will proceed with arranging a kickoff with ACCD staff (and NBRC staff, as appropriate) to understand and confirm expectations for the NEPA compliance process, the compilation and assessment of relevant background information,

milestones for the environmental review, and communications protocols. With confirmation from ACCD, VHB will undertake direct consultation with the U.S. Fish and Wildlife Service (USFWS) pertaining to Section 7 of the Endangered Species Act and with the Vermont Division for Historic Preservation (VDHP, also the State Historic Preservation Officer or SHPO) regarding compliance with Section 106 of the National Historic Preservation Act.

VHB understands that although the CDBG-DR and NBRC grants are designated for the infrastructure improvements alone, both the infrastructure improvements and the LMI element of the project will be evaluated in the NEPA EA. VHB understands that, per 24 CFR § 58.32, the ACCD will require a cumulative impacts review, which may address additional elements of the overall housing development project. VHB will rely on the Actionable Plan and our considerable knowledge of the subject parcel to complete the necessary analysis. VHB will complete the Environmental Review through GEARS and will use existing and publicly available or City-provided information, supplemented by the specific natural resources and Section 106-related studies described below.

Assumptions

Section 106

VHB understands that an Archaeological Resources Assessment was completed and that the Master Plan has designed around archaeologically sensitive areas. Regarding above-ground historic resources, VHB assumes that all standing structures within the parcel limits are either not historic (*i.e.*, less than 50 years old) or have lost integrity such that their assessment through via the completion of a Vermont Architectural Resource Inventory (VARI) Form will not be required. This includes the former clubhouse. However, VHB is not aware of any prior assessment of the former Elks Club Golf for eligibility for the State or National Registers of Historic Places. VHB will coordinate with the SHPO to determine what actions are required. In the event such an assessment is required, VHB has included an optional task for one of VHB's Preservation Planners to complete a Vermont Cultural Landscape Inventory (VCLI) Form and a Determination of Eligibility (DOE) Form. VHB will submit these materials through the VDHP Cultural and Historic Architectural and Archaeological Management Program (CHAMP). VHB will also include in the submission the Archaeological Resources Assessment (ARA) completed by Crown Consulting Archaeology, LLC. For the purposes of this proposal VHB has assumed that no further archaeological investigations will be required. VHB can provide such services as requested under an amendment to an agreement with the City.

Subsequent to the response from the SHPO based on the CHAMP submittal and as necessary, the VHB Preservation Planner will then prepare a summary Section 106 consultation letter for review by the VDHP, which will include the following: (1) Project Description; (2) Identification and description of the Area of Potential Effect (APE); (3) Identification and discussion of above-ground historic properties and archaeological properties within the APE; (4) Discussion of public consultation

completed to date; (5) Section 106 analysis; and (6) Recommendation of Effect. Attached to the Section 106 letter will be supporting documentation, a GIS-based APE map prepared by a VHB GIS professional, and relevant project plan sheets.

This task includes one meeting with the VDHP to discuss the Project, the effects analysis, and additional required studies (if any), and concludes with VDHP issuing concurrence with the Section 106 effect finding. For the purposes of this proposal, VHB assumes the former Elks Club Golf Course will be determined ineligible for listing in the National Register of Historic Places. Accordingly, and because avoidance of archaeologically sensitive areas has been incorporated in the conceptual plans, VHB assumes that the SHPO would concur with a finding of a No Adverse Effect.

This task does not include preparation of a Memorandum of Agreement (MOA) or mitigation projects if an Adverse Effect is identified in the Section 106 compliance process. The results of the Section 106 review, including the SHPO's concurrence, will be incorporated into the NEPA EA.

Natural Resources

The wetlands and waters delineation to support Master Planning within 203 Country Club Road parcel was completed by VHB in 2022. VHB will revisit the parcel to reconfirm and/or update the wetland and waters delineation and will expand the delineation effort to capture the proposed limits of disturbance (LOD) for the infrastructure improvements (roadway and utilities) as well as the area 50 feet from the LOD in each direction to identify resources that may have a regulated buffer extending into the parcel (*e.g.*, state-regulated Class II wetland buffers). VHB will conduct the delineation in accordance with current United States Army Corps of Engineers (USACE) and Vermont Agency of Natural Resources (ANR) guidance, using the technical criteria contained in the USACE Northeast Regional Delineation Supplement to the 1987 USACE Wetland Delineation Manual. VHB will collect data sufficient to complete USACE Wetland Determination Form(s) (*i.e.*, vegetation, soils, and hydrology) and the Vermont Department of Environmental Conservation (DEC) Vermont Wetland Evaluation Form for each wetland or wetland complex. VHB will assign a preliminary wetland classification to each wetland feature in accordance with the current Vermont Wetland Rules (VWR).

Given that delineation will be completed outside of the timeframe suitable for vernal pool surveys (typically March to late May), VHB will complete an assessment of the Study Area for potential vernal pool (PVP) sites. The survey will identify PVPs based on the criteria and/or definitions for vernal pools contained in USACE New England District guidance and in the VWR. If VHB identifies any PVP site(s), their limits will be flagged and GPS-located, and the pertinent data collected to describe abiotic features of the PVP and surrounding envelope. Should the survey take place outside the appropriate season and potential vernal pools be present, subsequent detailed confirmation surveys may be required during the appropriate season. Such a vernal

pool survey is not included in this scope of services but can be completed under a subsequent contract amendment.

VHB will delineate waters in accordance with USACE guidelines for ordinary high water (OHW). Where applicable, VHB will use best professional judgment to assign a preliminary hydrologic regime to stream features (*i.e.*, ephemeral, intermittent, or perennial). Existing culverted sections of streams will be field mapped (as observable/accessible), to include type, size, and location of culvert inlets and outlets as they connect with adjacent stream segments. VHB will also determine the top of bank or top of slope for each delineated stream feature in accordance with the current ANR guidelines in order to establish the extent of riparian buffers for the purpose of the facilitating project review pursuant to 10 V.S.A. §6001 et. seq., as applicable (Act 250).

VHB will demarcate the boundaries of wetlands and waters using labeled flagging tape where permissible and appropriate. VHB will use FieldMap for ArcGIS supported with a GPS receiver capable of sub-meter accuracy to identify all delineation flagging in the field and will use a VHB-designed Survey 123 application to collect field data for wetlands and streams. VHB will collect representative photographs of each stream, wetland and/or wetland complex. VHB anticipates that the wetland and waters delineation can be completed during the 2026 growing season, pending the timely issuance of a notice to proceed.

VHB notes that there are no uncommon or rare, threatened, or endangered (RTE) plants previously mapped by ANR within a one-mile radius of the project location. VHB will coordinate with the Vermont Fish and Wildlife Department (VFWD) State Botanist to determine if a survey for any specific protected plant species should be completed. Pending a timely response and a valid survey window before the end of the 2026 survey season, VHB will proceed with such a survey. If RTE plant species are found on-site and can be conclusively identified, VHB will delineate such locations with GPS-located flagging.

Based on ANR Natural Resources Atlas mapping, VHB assumes that our prior findings regarding Necessary Wildlife Habitat (NWH) and Rare and Irreplaceable Natural Areas (RINA) will remain unchanged from our 2022 report and thus no surveys will be required. VHB will prepare a GIS-based Wetland and Water Delineation Map, USACE Wetland Verification Data Forms, and a shapefile and/or CAD files of the wetland and waters delineation for use in impact assessment and project planning. VHB will arrange for a site visit with the DEC District Wetlands Ecologist and the USACE Project Manager to review and confirm the delineated wetland boundaries and their classifications under the Vermont Wetland Rules. VHB assumes that notice to proceed with this effort and with regulatory coordination will be provided with sufficient time to complete both tasks in 2026.

Subsequent to the agency site visit, VHB will update the Natural Resources Memorandum originally included with the Actionable Plan to reflect the updated and

expanded 2026 delineation and to update other natural resources mapping as shown on the ANR Natural Resources Atlas to support the discussion of natural resources impacts. The updated report will include correspondence with the DEC District Wetland Ecologist and USACE Project Manager.

VHB will address compliance with Section 7 of the Endangered Species Act by requesting a Species List and completing a Determination Key for federally listed species through the U.S. Fish and Wildlife Service (USFWS) Information for Planning and Consultation (IPaC) website. VHB assumes that any tree clearing for the project can be completed in accordance with the time-of-year restrictions mandated by the USFWS and therefore no surveys for bat habitat or presence / probable absence (*i.e.*, acoustic surveys) are included. No surveys for other RTE animal species are included or anticipated to be required.

8-Step Decision-Making Process for Wetlands

HUD maintains agency-specific requirements for all HUD-funded projects that are planned within a mapped floodplain and/or wetland. VHB understands that the LMI and workforce housing project element is not located in a floodway or floodplain, but that the Preferred Concept Plan included in the Actionable Plan includes minimal encroachment on delineated wetlands and their 50-foot buffers (as regulated under the VWR). Additionally, the proposed sanitary sewer connection on the east bank of the Winooski River would occur within the floodway or floodplain, though it is understood this would occur below ground surface (*i.e.*, not result in the placement of new fill in the Special Flood Hazard Area).

Accordingly, VHB has assumed that an 8-Step Decision Making Process pursuant to 24 CFR 55.20 must be completed. VHB will complete the 8-Step process which includes making the determination of whether the action is located within the Federal Flood Risk Management (FFRMS) floodplain or within wetlands or their buffers, preparation of two separate public notices, and an examination of practicable alternatives when addressing potential floodplain and wetland impacts. VHB assumes that the City will submit the public notices for posting in the local newspaper and/or official government website and will pay all fees associated with the required publications.

Hazardous and Contaminated Materials

VHB understands that prior environmental investigations have been completed for the parcel where the LMI and workforce housing element is proposed (the "Site"), including a Phase I Environmental Site Assessment (ESA) dated April 22, 2022 and a Phase II ESA dated February 28, 2025, prepared by Stone Environmental and associated with the former Elks Club Golf Course property located at 203 Country Club Road in Montpelier, Vermont. Based on these reports and publicly available Vermont DEC brownfields information, VHB understands that recognized environmental conditions (RECs) have previously been identified associated with historic golf course operations, including the historic application of pesticides and

herbicides, the presence of aboveground storage tanks near the maintenance garage, and documented impacts to soil and sediment from metals, pesticides, and polycyclic aromatic hydrocarbons (PAHs). VHB further understands that the City of Montpelier has been accepted into the Vermont Brownfields Reuse and Environmental Liability Limitation Act (BRELLA) program under SMS Site #2022-5116.

VHB will complete an ASTM E1527-21-compliant Phase I ESA for the Site in accordance with the federal All Appropriate Inquiries (AAI) standard. The assessment will include a review of available federal, state, municipal, and historical environmental records; review of available prior environmental reports, including the two reports referenced above; interviews with persons knowledgeable about the Site; and reconnaissance of readily accessible portions of the property and, as appropriate, adjoining areas. VHB will evaluate the potential presence of RECs, historical recognized environmental conditions (HRECs), controlled recognized environmental conditions (CRECs), and business environmental risks (BERs) associated with the Site. Findings of the assessment will be documented in a Phase I ESA report provided to the City in PDF format. After review by the City and VHB addressing any questions or comments from same, the report will be made available to the ACCD and NBRC.

In the event the Phase I ESA identifies conditions warranting additional investigation, VHB, at the request of the Client, can recommend appropriate supplemental assessment activities under separate cover.

Permitting

This scope of services does not include the preparation of permit applications for any local, state, or federal authorizations that may be required for any element of the project, though the list of anticipated permits can be provided.

Lead Federal Agency

VHB assumes that ACCD (acting on behalf of HUD) will be the lead federal agency and that the NBRC will adopt the NEPA compliance documentation (including Section 106 and Section 7 documentation) and that an NRBC EA or NBRC-specific public noticing will not be required. The ACCD will serve as the lead federal agency and will become ultimately responsible for the accuracy, scope, and content of VHB's draft EA.

Task 2 - Meetings and Coordination

In addition to the kickoff meeting described under Task 1, this Task 2 will include periodic Project updates as needed by telephone and email, coordination with Project partners, as well as up to two additional City/Project team meetings to review Project status, issues, and schedule. VHB assumes this coordination will be completed via an online meeting platform. VHB will also establish a Teams site to act as a clearinghouse for project documents. VHB assumes that a public meeting for the EA will not be required by NBRC or ACCD. VHB will draft the final public notices for the

City to publish in the local newspaper and/or on the official government website. VHB will respond to up to eight (8) comments submitted by the public.

Lastly, VHB will prepare an Administrative Record at the close of the NEPA compliance process, documenting resources used for the analysis and including copies of coordination with regulatory agencies and public comments / responses.

3. Schedule

VHB has identified experienced key staff to complete this Project successfully. We maintain a healthy and manageable workload and are vigilant about promptly responding to our clients. Our selected team of experienced professionals is available immediately and will dedicate the time needed to be a true partner to the City and deliver the highest quality results. VHB will begin this work upon receipt of a fully executed contract. The actual schedule will be subject to the direction and input of others, including ACCD and the City. However, VHB has based the draft schedule below based on an assumed goal to complete NEPA and Section 106 compliance in winter or early spring 2027.

This schedule is subject to change based on the findings of agency review times and any investigations by others that may need to be completed for support NEPA compliance. VHB is not responsible for delays which arise out of causes beyond our control. The following schedule does not include the timetable to apply for and obtain the necessary state and federal permits. VHB assumes such services would be the subject of a separate RFP or provided via an amendment to this proposal once the list of required authorizations is prepared. This schedule assumes project initiation / notice to proceed (including the completion of all contracting) on September 1, 2026.

Task		
1	Contract Notice to Proceed (Assumed)	Sept. 2026
2	Project Kickoff Meeting with City and ACCD	Sept. 2026
3	NEPA Data Collection & Initial Description of Proposed Action	Sept. – Oct. 2026
4	Section 106 VCLI and DOE Forms / CHAMP Submission	Oct. – Nov. 2026
5	Administrative Draft NEPA Document (EA)	Dec. 2026 - Jan. 2027
6	ACCD Review Complete – Comments Issued to VHB	Jan. – Feb. 2027
7	VHB Completes Revisions to EA	Feb. 2027
8	ACCD issues Notice of FONSI and Notice of RROF	Feb. – Mar. 2027
9	Public Comment Period Closes	Mar. – Apr. 2027
10	AUGF/FONSI Issued	Apr. 2027

4. Experience and References

Relevant Experience

VHB works diligently with clients across Vermont—including state and local governments, nonprofits, and private institutions—to help them achieve their goals of enhancing vibrancy, sustainability, and economic vitality throughout the state. With nearly 50 years of experience, VHB excels in executing thorough and defensible NEPA documentation, which has advanced some of the most noteworthy projects in New England and along the East Coast. On the following pages, we have included a selection of relevant projects that exemplify our expertise in conducting environmental reviews for a diverse range of clients, with a focus on HUD funded projects and those involving complex natural and cultural resources assessments and permitting.



Prospect Heights – CDGB-DR / NBRC NEPA Environmental Assessment Barre, VT

Client

City of Barre

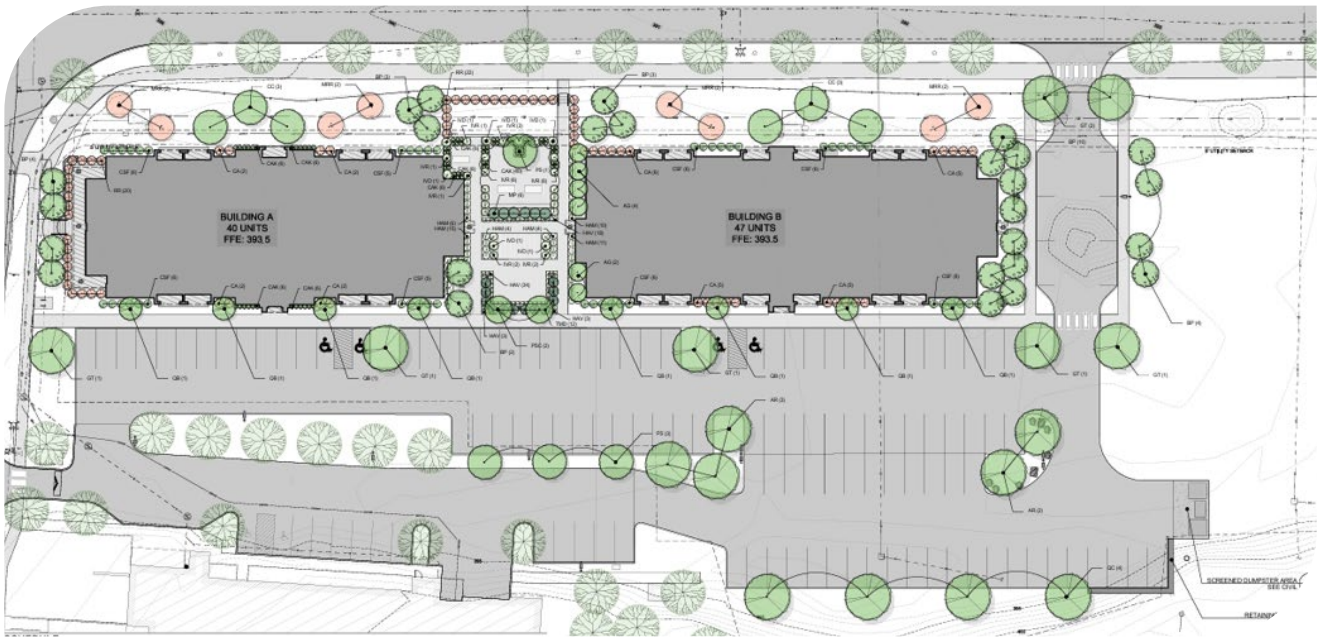
Project Dates

Started: 02/2026

Completed: Ongoing

The City of Barre and the Barre Area Development Inc. (BADC) propose to acquire an undeveloped 35-acre parcel to construct 91 new housing units consisting of 66 multi-family rental units and 25 single family residences. The purpose of the project is to increase affordable to market rate housing in the City of Barre (including both owner-occupied and rental units) for those looking to work in Central Vermont but struggling to find housing. Additionally, the creation of new housing has the potential to advance workforce development and bring future employees to local businesses, while supporting businesses who want to move to the area and have workforce housing.

The City has been awarded a grant from the Northern Border Regional Commission (NBRC) and funds through the Vermont Community Development Block Grant Disaster Recovery (CBDG-DR) program. VHB has prepared numerous successful NEPA reviews using the CBDG-DR NEPA criteria using the Grant Electronic Application and Reporting System (GEARS) database and has a strong familiarity with the specific functions of this digital platform. VHB is not only assisting with NEPA compliance documentation, but also undertaking the fundamental due diligence studies that underpin it and inform project design, including wetlands and waters delineations, an Archaeological Resources Assessment, and acoustic presence/absence surveys for listed bat species. VHB is also tasked with various survey and engineering tasks, including a subdivision plan, site/civil schematic design through to construction documents (for new access road and driveways, municipal water and sewer connections, and stormwater treatment practices), traffic impact assessments, and permitting.



Fonda Site Redevelopment – HUD NEPA Environmental Assessment

City of Saint Albans, Vermont

Client

City of Saint Albans, VT

Project Dates

NEPA Started: 5/2023

NEPA Completed: 10/2023

As part of an effort to revitalize and redevelop the City of Saint Albans, VT, the City purchased an approximately 3-acre property that was the former site of a factory owned by the Fonda Corporation. The City was awarded a grant from the HUD Community Project Funding program to support redevelopment of the property. Project activities included the construction of a new City street to access the planned redevelopment site, preparation of a Phase I Environmental Site Assessment (ESA), remediation of environmental concerns, installation of new traffic signals and street lighting, utility line installation, and other necessary site preparation to enable redevelopment. VHB worked closely with the City as well as representatives from both HUD and ACCD to document NEPA compliance pursuant to 24 CFR Part 58. VHB completed the required EA documentation for upload into the HEROS system. A public notice and comment period was made available on HUD's environmental website for 15 days prior to HUD's final approval of the EA and release of funds.

The project has required close coordination with the Vermont Department of Historic Preservation for Section 106 compliance, a comprehensive assessment of natural resources, extensive evaluation of historic site contamination, environmental monitoring and remediation, and conceptual cost estimation for construction and utility work. VHB coordinated with HUD to reach a Finding of No Significant Impact (FONSI) determination to complete the NEPA process.



West Lebanon Main Street Sidewalk and Intersection Construction Project – HUD NEPA Categorical Exclusion

West Lebanon, NH

Client
City of Lebanon

Project Dates
NEPA Started: 10/2023
NEPA Completed: 09/2024

VHB was engaged by the City of Lebanon to design the West Lebanon Main Street Sidewalk and Intersection Construction Project aiming to revitalize the West Lebanon downtown area. The project proposes to address a 2,000-foot segment of Main Street by improving critical infrastructure, drainage, and safety issues by providing necessary improvements to traffic operations and pedestrian accommodations. The improvements would include the reconfiguration of the existing signalized intersection of Main Street and Bridge Street with a modern roundabout to improve traffic flow and reconstruction of Main Street sidewalks to address surface cracking and achieve compliance with Americans with Disabilities Act (ADA) guidelines.

In addition to completing design services, VHB assisted the City in securing the FY23 CPFG through U.S. Department of Housing and Urban Development (HUD) seeking \$2.3M in funding. VHB also completed the NEPA Environmental Review pursuant to 24 CFR Part 58.56. VHB coordinated with HUD and the City of Lebanon to ensure that all Environmental Review documentation for the project, which was determined to be a Categorical Exclusion, met HUD NEPA requirements. VHB submitted the final Environmental Review documentation on the HUD Online Environmental Review Online System (HEROS) portal. HUD completed the NEPA review in September 2024 and issued an Authority to Use Grant Funds (AUGF) to the City for the project.



Skowhegan River Park – HUD NEPA Environmental Assessment

Skowhegan, ME

Client

Town of Skowhegan

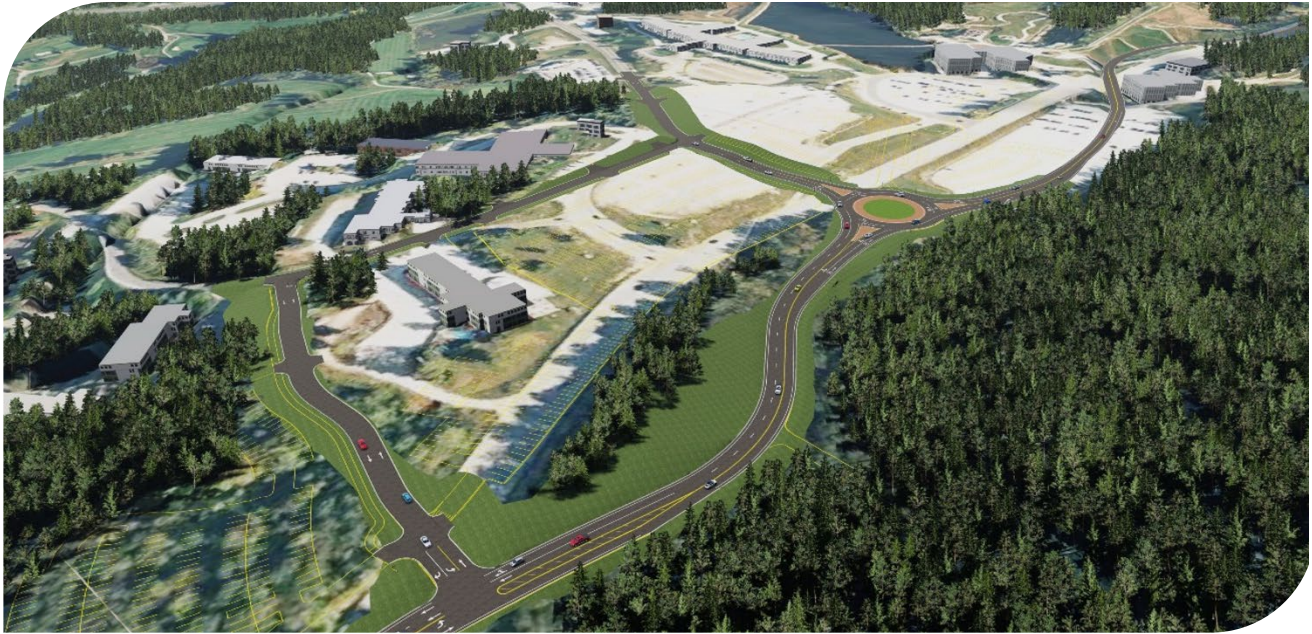
Project Dates

Started: 10/2024

Completed: Ongoing

The Skowhegan River Park and Promenade will redevelop an industrial downtown river corridor into an accessible outdoor recreation asset with an expanded trail network and enhanced whitewater. This project involves constructing a 1,000-foot boardwalk, a two-level deck around a waterfront building, upgrading the parking lot and driveway, landscaping along the boardwalk, and installing drainage and utilities. VHB is providing topographic survey, design development, construction administration, and permitting support. VHB is supporting the Town to make the ambitious whitewater project a reality by leading the environmental analysis and permitting efforts for the project. Our work includes several resource studies, including wetlands and vernal pool surveys, cultural resource inventories, and a biological assessment under Section 7 of the federal Endangered Species Act (ESA). Using this data, VHB has developed and submitted regulatory filings to the State of Maine, Maine DEP, and USACE, in coordination with USFWS, the Maine Department of Inland Fisheries and Wildlife, and the National Marine Fisheries Service.

The Town of Skowhegan has been awarded a \$2 million grant from HUD to fund the promenade portion of the project, which has triggered NEPA compliance. VHB assisted the Town of Skowhegan with developing an Environmental Review Record following HUD NEPA environmental regulations under 24 CFR Part 58. Previously, VHB supported the development of an NEPA EA in compliance with the U.S. Economic Development Administration requirements.



Killington Forward Initiative- NBRC Catalyst Grant EA

Killington, VT

Client
Town of Killington

Project Dates
Started: 03/2022
Completed: Ongoing

The Town of Killington is sought to enhance its infrastructure through the NBRC Catalyst Grant and support from the Drinking Water State Revolving Fund (DWSRF) Program, administered by the Vermont Department of Environmental Conservation (DEC). This initiative aimed to improve public safety and support economic development by providing municipal water services and reconstructing Killington Road. As part of the larger Killington Forward Initiative, the project focused on comprehensive roadway and water infrastructure improvements.

VHB's environmental work for the project included preparing a NEPA EA, National Historic Preservation Act Section 106 compliance, 8-Step Process compliance for floodplain impacts, a comprehensive assessment of natural resources, and extensive permitting, including Vermont's Act 250 land use permitting, stream alteration, state and federal wetlands permits, Operational and Construction Stormwater permits, and a VTtrans Section 1111 Access permit. Through these efforts, Killington is committed to advancing its infrastructure while maintaining environmental protection and regulatory compliance, ultimately enhancing safety and quality of life for residents and stakeholders. VHB coordinated with NBRC and DWSRF to reach a Finding of No Significant Impact (FONSI) determination to complete the NEPA process.



Hardwick Floodplain Restoration Project - CDBG-DR Environmental Assessment

Hardwick, VT

Client

Town of Hardwick

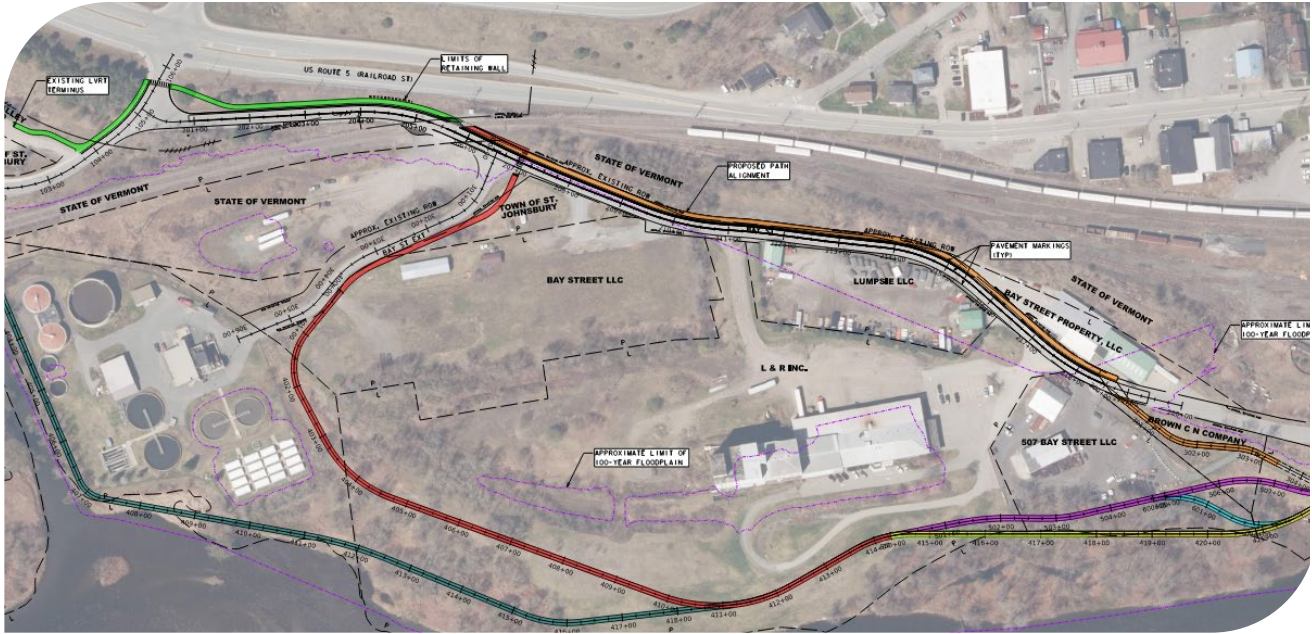
Project Dates

Started: 03/2026

Completed: Ongoing

The Town of Hardwick is located along the Lamoille River and has endured substantial damages during Vermont's July 2023 floods (FEMA Disaster Declaration 4720). To protect against such future flooding events, the Town is proceeding with a project to restore floodplain function and improve long-term resilience via the re-establishment of flood bench elevations, bank stabilization, reconnection of existing side channels, and other reconstruction activities in an eight-acre parcel of Town-owned land along the eastern bank of the Lamoille River downstream its confluence with Cooper Brook.

The Town has been awarded a grant through the Vermont Community Development Block Grant Disaster Recovery (CBDG-DR) program. VHB is assisting with NEPA and Section 106 compliance documentation, and also carrying out the fundamental due diligence studies that underpin it and inform project design, including wetlands and waters delineations and an Archaeological Resources Assessment. SLR is performing the engineering design for the project, and VHB will work closely with SLR's designers to help to inform and simplify the design and permitting processes, and to establish a transparent, detailed, and manageable project schedule. VHB is also currently helping the Town manage the ACCD grant compliance process through the online GEARS platform.



Lamoille Valley Rail Trail Riverfront Extension Project NEPA Compliance – USDS-RD / NBRC NEPA Environmental Assessment St. Johnsbury, VT

Client

Town of St. Johnsbury

Project Dates

Started: 10/2022

Completed: Ongoing

Since 2018, VHB has partnered with the Town of St. Johnsbury to plan, design, and permit recreational paths to connect the downtown area to the Lamoille Valley Rail Trail. Currently, VHB is designing Phase II of the Project, which extends along the Passumpsic River between Sleepers River and the Portland Street Bridge for approximately 0.80 miles. The proposed path would begin just south of the intersection of Main Street and Bay Street at the LVRT trailhead and travels north along the river and to the east of Bay Street, reaching existing (Phase I) trail facilities.

Because the Town sought federal funding from the U.S. Department of Agriculture Rural Development (USDA-RD) and because the Town has been awarded a grant from the NBRC State Economic & Infrastructure Development Investment Program, VHB prepared an Environmental Assessment (EA) to support NEPA compliance for both entities. In this instance, USDA-RD was the lead Federal agency, whereas NBRC was a cooperating agency.

VHB is currently redesigning a portion of the project in response to landowner concerns and is actively engaged in hazardous and contaminated materials assessments and a floodplain encroachment analysis for the realigned path. VHB will reevaluate the EA and the resulting Finding of No Significant Impact (FONSI) with both the USDA-RD and NBRC once plans are finalized.

5. Cost Proposal

VHB is pleased to provide the following cost estimate, broken down by each of the major tasks outlined in our Project approach. VHB recognizes that certain elements of our approach may be adjusted based on review of our proposal. Therefore, VHB would be happy to clarify our scope and approach and adjust our corresponding cost estimate based on the needs of the City.

This cost estimate is based on the application of a Cost Plus Fixed Fee approach with a fixed 10 percent profit on labor and no markup on expenses. Mileage would be billed at the current GSA mileage rate (assumed \$0.76/mile). Additionally, the cost without the optional task is also provided.

Task		Fee
1	HUD NEPA and Section 106 Compliance – Labor	\$33,226.49
2	Meetings and Coordination - Labor	\$4,139.36
ESTIMATED LABOR FEE		\$37,365.85
ESTIMATED EXPENSES		\$860.40
TOTAL		\$38,226.25
<i>Opt.</i>	<i>VCLI and DOE Forms and Associated VDHP Coordination*</i>	<i>\$5,886.85</i>
<i>Opt.</i>	<i>Estimated Expenses*</i>	<i>\$68.40</i>
TOTAL with Optional Tasks		\$44,181.50



Appendix A: Resumes



Brad Ketterling

Project Manager

Education

MS, Physical Geography,
University of Western Ontario
(Canada), 1995

BS, Geography, Concordia
University, 1992

Brad has worked as an environmental scientist for close to three decades, specializing in state and federal permitting and NEPA compliance. Brad helps clients navigate complex regulatory requirements and achieve successful results by identifying and assessing natural and cultural resource issues and constraints and developing strategies to obtain authorizations that are in the best interest of the client and the environment. Brad has worked on NEPA and Section 106 compliance for six unique NBRC-funded projects in Vermont, including the proposed rehabilitation of the Bellows Falls train station. Brad also managed the preparation of the Environmental Assessment for a complex VTTrans rail tunnel project through the National Register-listed Middlebury Village Historic District, supporting Section 106 compliance on numerous fronts, including eligibility determinations for rail bridges and railroad corridors and the preparation of guidelines for preparing a Historic Structures Management Plan.

30 years of professional experience

NBRC and CDBG-DR NEPA Compliance for Prospect Heights Development, City of Barre, VT

Brad is currently assisting the City of Barre with natural resources assessments and National Environmental Policy Act (NEPA) compliance tasks for the proposed redesign of a residential development to include 91 units of affordable and market rate housing. The project is funded by a Catalyst Grant from the Northern Border Regional Commission (NBRC) and by funds from U.S. Housing and Urban Development (HUD) administered by the Vermont Agency for Commerce and Community Development (ACCD) through the Community Development Block Grant Disaster Recovery (CDGB-DR) fund. Brad has coordinated with staff from both NBRC and ACCD as well as the City to discuss environmental review considerations and outcomes and how to meet an aggressive timeline for NEPA compliance. Brad has also coordinated VHB's efforts to provide various environmental services, including wetland and waters delineations, acoustic surveys for listed bats, an archaeological resources assessment, and the review of a Phase I ESA completed by others. Brad is also currently helping the City manage the ACCD grant compliance process through the online GEARS platform.

NBRC Environmental Assessment for Municipal Water System Improvements, City of Woodstock, VT

Brad is currently assisting the City of Woodstock with natural and cultural resources assessments and National Environmental Policy Act (NEPA) compliance tasks for the permanent replacement of a municipal water line that was damaged in the July 2023 flooding of the Ottauquechee River at the Elm Street Bridge and the installation of a new municipal well to replacing one that is no longer operating at capacity due to age. The project is funded by a Catalyst Grant from the Northern Border Regional Commission (NBRC). Brad has coordinated with staff from the City and the NBRC's NEPA consultant to discuss environmental review considerations and collaborating with the City's engineer (MSK) to inform and streamline the design and permitting

processes. Brad has also coordinated VHB's efforts to provide cultural resources services to support Section 106 compliance, including an assessment of the plans to install the water line on the historic Elm Street Bridge and the potential for an archaeological assessment for the proposed new well location.

Environmental Assessment for NBRC and Drinking Water State Revolving Fund (DWSRF): Killington Road Reconstruction Project, Killington VT

Brad was Task Manager for and lead author of the Environmental Assessment that demonstrated NEPA compliance for two separate funding sources for City of Killington roadway and public water system improvements: the award of an NBRC Catalyst Grant and a DWSRF loan. Brad and his team leveraged studies and compliance documentation previously prepared for the USDA-RD and addressed the additional expectations of the NBRC, especially pertaining to the 8-Step Decision-Making Process per Executive Order 11990 (Protection of Wetlands). This involved preparing Early and Final Notices for public engagement. Brad also facilitated Section 106 coordination with the State Historic Preservation Office, prepared for and presented at a public meeting for the Draft EA and addressed public comments in the Revised EA.

VTrans, Middlebury Bridge and Rail Project, Natural Resources and Environmental Assessment, Middlebury, VT

Brad was Task Manager for Environmental Services, evaluating natural resources and other constraints for the design of the replacement of two bridges over the Vermont Railway in Downtown Middlebury. Brad was coauthor of the Biological Evaluation supporting Section 7 consultation with the U.S. Fish and Wildlife Service regarding potential impacts to federally listed bats. He was also the Task Manager and lead author for the compilation of the project's Environmental Assessment (EA), coordinating VHB's internal staff resources and consulting routinely with VTrans and Federal Highway Administration (FHWA) staff members. The EA process from initiation to signed Finding of No Significant Impact (FONSI) was roughly seven months, a relatively brief amount of time for a comprehensive document of this kind, allowing the project to maintain its aggressive schedule.

NEPA and Section 106 Compliance: Bellows Falls Intermodal Transportation Center, City of Rockingham, VT

Brad assisted the City of Rockingham with NEPA and Section 106 compliance and strategic planning services for the City's proposed acquisition and redevelopment of the historic Bellows Falls Depot for continued use as an Amtrak and Greyhound station with new commercial services such as a restaurant, microbrewery, café, and/or museum. Brad assisted the City with coordination efforts between VTrans (who was engaged in Amtrak platform improvements and the Depot Street Bridge replacement), Stantec (platform designer), Green Mountain Railroad (building owner and lessee of surrounding State property), and the Vermont Division for Historic Preservation. Brad facilitated the sharing of information between all entities, including sharing information with the VTrans Environmental Section to streamline data collection and environmental review and compliance for the platform and depot projects.



Education

MS, Environmental Management and Planning, Johns Hopkins University, 2023

BA, Social Thought and Political Economy, University of Massachusetts Amherst, 2015

Carolyn Black

Environmental Planner

Carolyn is an Environmental Planner with VHB's Vermont Environmental Services team. Prior to joining VHB, Carolyn held positions with the National Park Service, where she worked as an Administrative Assistant to the Facilities Maintenance Manager and in a community engagement capacity. Carolyn supports developing NEPA documents, permitting applications, and assisting with agency and public coordination. She has contributed to a range of NEPA documents for a variety of project types for private, federal, and state client organizations. Carolyn specializes in preparing NEPA compliance documentation for the U.S. Department of Housing and Urban Development (HUD), working closely with grantees and HUD agency representatives to streamline the process.

5 years of professional experience

City of Danville, Danville Train Station Rehabilitation Project, Danville VT

VHB was retained by the City of Danville to prepare NEPA and Section 106 documentation for the rehabilitation of the historic Danville Train Station. The NEPA process was conducted in general accordance with the typical VTrans MAS project development. This project proposed the rehabilitation of the Danville Train Station for use as a trailside center and provide other recreational amenities for the adjacent Lamoille Valley Rail Trail ("LVRT"). The Danville Railroad Station is listed in the Vermont State Register of Historic Places as part of the Railroad Street Historic District and it is individually eligible for listing in the National Register under Criterion C as a good example of a 19th century rural combination depot. Carolyn worked closely with representatives from the City, the project architect, and internal historic preservation planning staff to ensure compliance with NEPA and Section 106.

City of Lebanon, West Lebanon Main Street Sidewalk and Intersection Construction Project, West Lebanon, NH

VHB was engaged by the City of Lebanon to design the West Lebanon Main Street Sidewalk and Intersection Construction Project aiming to revitalize the West Lebanon downtown area. The project proposes to address a 2,000-foot segment of Main Street by improving critical infrastructure, drainage, and safety issues by providing necessary improvements to traffic operations and pedestrian accommodations. Carolyn prepared all required documentation for the HUD NEPA review using HUD's online environmental review system (HEROS). She coordinated directly with City representatives to ensure compliance with HUD's NEPA procedures and to complete the various administrative requirements of the NEPA review in HEROS.

City of Killington, Environmental Assessment for Killington Road Reconstruction, Killington, VT

For the Phase 1 Killington Road reconstruction, Carolyn assisted with modifying the Environmental Assessment (EA) and coordinating document review with NBRC and USDA-RD. She developed natural resource maps and wildlife impact map exhibits providing compliance with NEPA and the Endangered Species Act. The project

involves full-depth reconstruction of Killington Road, on both its current alignment and a new alignment, construction of new roads, reconstruction of intersections of these roads, including a new roundabout and reprofiling and reconstruction of Killington Road at its intersection with U.S. Route 4.

City of Skowhegan, Skowhegan Whitewater River Park, Skowhegan, ME

The Skowhegan River Park and Promenade will redevelop an industrial downtown river corridor into an accessible outdoor recreation asset with an expanded trail network and enhanced whitewater. Carolyn is providing environmental analysis and permitting efforts for the project. This includes completing several resource studies and developing and submitting regulatory filings to agencies including the State of Maine, the Department of Environmental Protection, and the U.S. Army Corps of Engineers. In 2024, VHB also supported the City with NEPA compliance following Housing and Urban Development (HUD) environmental guidelines to secure U.S. Economic Development Administration (EDA) grant funding for the project.

VTrans, Chester City Highway Bridge Project, Chester, VT

VHB prepared an Environmental Assessment (EA) and conducted a public hearing for the proposed demolition of two City highway bridges over the Williams River and their replacement with a single off-alignment bridge and new connecting roads to maintain service to residences and businesses. Carolyn assisted with the development of public information meeting slides and the public notice to be published in local newspapers. Carolyn also assisted the PM on coordination with FHWA staff members, updating technical appendices to the EA, agency coordination to achieve compliance with the USDA Farmland Protection Policy Act (FPPA) and assisted with coordination of figure edits with the graphics team.



Britta A. Tonn

Task Manager - Cultural Resources

Education

MS, Historic Preservation,
University of Vermont, 2010

MA, Education, Goddard
College, 2007

BA, History of Art and
Architecture, Middlebury
College, 2002

Affiliations/Memberships

Architectural Historian
Member, Vermont Advisory
Council on Historic
Preservation

Chair, Winooski Local
Resources Advisory Board

Former Planning Commission
Member, City of Winooski

Britta is the Director of Cultural Resources for VHB's Vermont offices. She has extensive experience documenting and evaluating historic resources, completing National Register nominations and historic surveys, navigating state, federal, and local regulatory processes, providing preservation planning expertise for historic rehabilitation and development projects, and creating public history projects. Britta is well-versed in the Section 106 compliance process for projects receiving Community Development Block Grant (CDBG). Britta meets the Secretary of the Interior's Professional Qualification Standards for an Architectural Historian and Historian (36 CFR 61), and she is the governor-appointed architectural historian member of the Vermont Advisory Council on Historic Preservation.

16 years of professional experience

North Branch Apartments – Historic Preservation Consulting and CDBG-DR Section 106 Review | Montpelier, VT

VHB is currently working with Evernorth and Downstreet Housing and Community Development (Downstreet) to explore opportunities for the treatment of a large, multi-family building known as North Branch and located at 87 Elm Street in Montpelier, on the bank of the North Branch. The building experienced significant flooding in July 2023 which displaced its residents, as well as multiple other flooding events over the past 50 years. The project is funded by the CDBG-DR program, and the project team is exploring demolition of the building. Britta is currently assisting the project team of architects, building owners, and structural engineers develop and analyze alternatives for the project, engage with local stakeholders, and initiate the Section 106 regulatory review.

Dalem's Chalet Redevelopment – Historic Preservation Consulting and CDBG Section 106 Review | Brattleboro, VT

VHB is currently working with Evernorth and Windham and Windsor Housing Trust to redevelop the historic Dalem's Chalet property for housing, which is utilizing CDBG funding. Britta and team completed documentation and a Determination of Eligibility for the property, provided historic preservation guidance to the project team to ensure that the redevelopment will be sensitive to the historic nature of the property and meet the Standards, and is in the process of completing Section 106 review for the multi-phased project.

Marsh House Apartments – CDBG Section 106 Review | Waterbury, VT

On behalf of Evernorth and Downstreet, Britta completed Section 106 review for the construction of a new, multi-family apartment building in Waterbury Village, within the historic district. Britta managed the archaeological consultant and worked with the project team and VDHP to arrive at a No Adverse Effect finding for the project. The project is currently undergoing construction and is anticipated to be completed in Spring/Summer of 2026.

Marble Village Apartments – CDBG Section 106 Review | West Rutland, VT

Britta and team worked with Evernorth and Housing Trust of Rutland County to complete Section 106 review for a CDBG-funded new apartment building in West Rutland. The Section 106 review required VHB to prepare a determination of eligibility and documentation of two historic buildings that were demolished for the new building, and conduct a reconnaissance-level survey of historic buildings within the Area of Potential Effect (APE) for the project. The Section 106 review concluded with a No Adverse Effect finding, and the building opened for occupancy in Fall of 2025.

278 Main Street COTS Building Addition – HUD / HOME Section 106 Review | Burlington, VT

Britta worked with Evernorth and the Committee on Temporary Shelter (COTS) to complete Section 106 review of a building addition that provides 16 new apartments for unhoused families. The addition was constructed off the rear of a National Register-listed, 1806 former residence currently used as a COTS shelter. The Project was subject to a HOME Programmatic Agreement (PA) with Burlington's CEDO. Britta facilitated productive consultation with VDHP to advance the Project successfully, and the VDHP concurred with VHB's adverse effect determination that resulted in Britta designing and implementing a mitigation plan appropriate for the scale of the project.

Pittsford Village Farm Rehabilitation – Section 106 Review | Pittsford, VT

On behalf of Pittsford Village Farm, a non-profit organization that owns a large farmhouse and former agricultural property, Britta completed Section 106 review for the rehabilitation of the farmhouse into two apartments, a childcare center, and a community room. The property is listed in the National Register, and Britta assisted the client develop a design for the renovations that met the Secretary of the Interior Standards for Rehabilitation. The project leveraged funding from multiple federal grants, including a Save America's Treasures grant from the National Park Service and a grant through the CDBG program.

Four Winooski Dams Removal ARA and Regulatory Compliance | Montpelier, VT

Under contract with Vermont River Conservancy (VRC), Britta and the VHB Vermont-based Archaeologist Alexander Honsinger were tasked with completing the Archaeological Resource Assessment (ARA) and regulatory compliance for the removal of four dams along the Winooski River and North Branch in Montpelier and East Montpelier. The project is intended to improve river quality and enhance flood resiliency downstream in and around Montpelier. Britta leveraged her robust experience working on projects involving historic dams to support the archaeologist's documentation and analysis of the dams. Britta and Alexander are currently working through the regulatory compliance aspects of the project, which includes consultation with both the VDHP and FEMA.

Tunbridge Floodplain Restoration Project – Howe House Historic Resource Documentation Package (HRDP) | Tunbridge, VT

Under contract with White River Partnership (WRP), Britta completed a Historic Resource Documentation Package for a historic building adjacent to the White River on Route 12 in Tunbridge, known as the Howe House. The project involved restoration

of a floodplain on the Howe House property which was funded by a State Enhancement Design and Implementation Block Grant.



Education

BS, Civil Engineering,
The Pennsylvania
State University, 1984

BA, Liberal Arts,
East Stroudsburg University
of Pennsylvania, 1984

Registrations/Certifications

Professional Engineer (Civil),
VT, 01/2026

Affiliations/Memberships

Vermont Society of Engineers,
2004

Evan Detrick, PE

Chief Transportation Engineer

Evan is Chief Transportation Engineer in VHB's Winooski office with over 40 years of experience supporting federal, state, municipal, and private sector projects. Evan's responsibilities include scoping and budgeting, personnel and work assignment scheduling, project management, and quality control. He has completed the planning and design of a wide array of projects, including a variety of sidewalks, pathways, and trails; highway projects such as arterial roadways on new alignments; roadway widening and rehabilitation; bridge construction and replacement; environmental assessments in accordance with the National Environmental Policy Act (NEPA); traffic signal improvements; property and topographic surveys; floodplain certifications; and numerous Transportation Alternatives projects.

41 years of professional experience

Town of Killington, Killington Road Reconstruction, Phases 1A & 1B, Killington, VT

Evan is Project Manager for Phases 1A & 1B of the Killington Road reconstruction as part of the Town's master planning efforts. These projects involve full-depth reconstruction of Killington Road on both its current alignment and a partial new alignment; construction of a new road; reconstruction of intersections, including a new 2-lane roundabout; and reprofiling and reconstruction of Killington Road at its intersection with US Route 4. The projects also include new guardrail, lighting, signing, pavement markings, stormwater collection and treatment facilities, crosswalks with flashing beacons, and extensive permitting.

VTrans, Killington Road Walkway, Killington, VT

Prior to joining VHB, Evan was Quality Assurance/Quality Control for design, permitting, and right-of-way acquisition services for the construction of a six-foot-wide sidewalk along Killington Road, which will extend the existing walkway by over 1,500 feet from School House Road to West Hill Road. Project elements included landscaping, signage, and lighting along Killington Road. Services included topographic survey and base mapping, conceptual plans, identification of resource constraints, CE documentation, preliminary plans, right-of-way plans, assistance through the right-of-way acquisition process, final design/bidding, contract plans, and assistance during construction. The project was funded through a VTrans Transportation Enhancement Grant.

City of Winooski, Main Street Revitalization, Winooski, VT

Evan was Project Manager for the design, permitting, and construction administration of Winooski's \$22M Main Street Revitalization Project, which reconstructs 4,000 feet of US 2/7 from the Colchester line to the NECR bridge. The project includes major stormwater improvements, upgrades to water and wastewater infrastructure, undergrounding of utilities, roadway and sidewalk reconstruction, and extensive landscape, streetscape, traffic control, and pedestrian safety enhancements.

City of Burlington, Great Streets–Main Street Revitalization, Burlington, VT

Evan is Project Manager for the planning and design of a complete revitalization and

reconstruction of Main Street in downtown Burlington. The \$24M project includes extensive community and stakeholder outreach, roadway reconstruction, landscaping amenities, the addition of dedicated bike lanes behind the curb lines, new stormwater treatment practices to control runoff to Lake Champlain, extensive water and sewer replacements, new signing and replacement of traffic signals.

VTrans, MAS At-the-Ready Retainer Consultants, Statewide, Vermont

Evan serves as Contract Manager for the Municipal Assistance Section (MAS) At-the-Ready list of transportation engineering consultants that are pre-qualified to perform consultant services for state municipalities. VHB was selected under all three categories, including Project Management, Design, and Construction services.

VTrans, New Haven Route 17 and East Street, New Haven, VT

Evan served as Project Manager for this intersection improvement project along Vermont Route 17. The project included a realignment of the VT 17/East Street intersection horizontally and vertically to improve sight distance through the corridor. The large vertical alignment changes resulted in a complete construction phasing plan which included detours, the construction of a temporary diversion roadway, and an alternating traffic pattern to finalize the approaches. Evan assisted VTrans in discussion with affected property owners, and managed the design and permitting of the project.

VTrans, Hinesburg HES 021-1(19), VT 116/CVU Road/Shelburne Falls Road Roadway Design, Hinesburg, VT

Evan was Project Manager for this intersection safety improvement project to add dedicated turn lanes and replace the former traffic signal at the VT 116/CVU Road/Shelburne Falls Road intersection. The project also included the replacement of one large box culvert at the intersection and three other culverts downstream of the intersection. Additional design and construction elements include multiple stages of traffic control, temporary traffic signals, operational and construction stormwater permitting, and extensive right of way acquisition.

Town of Colchester, Bayside Roundabout, Colchester, VT

Evan served as Project Manager for the design and permitting of a new roundabout to replace the existing signalized intersection of Blakely Road, East Lakeshore Drive, and West Lakeshore Drive (the Bayside Intersection). The project includes field survey; investigation of contaminated soils; development of conceptual designs through complete contract documents; design of stormwater treatment practices; pedestrian rapid flashing beacons, new crosswalks, sidewalks, and sections of shared-use path; public engagement; preparation of a Categorical Exclusion to satisfy NEPA; and improvements to Bayside Park.



Kurt Muller, PE

Task Manager – Site Investigation and Remediation

Education

BS, Environmental Engineering,
University of Vermont, 2004

BA, Biology, University of
Vermont, 1999

Registrations

Professional Engineer, Vermont
(#0074407)

Affiliations/ Memberships

Vice President, Vermont
Environmental Consortium
(2013-present)

American Council of
Engineering Companies

Kurt's 20+ years of engineering experience encompasses project management, environmental site assessment, PCB investigation and remediation design, site cleanup management, and stakeholder coordination and outreach. Kurt's focus is on brownfield environmental consulting work and managing large site characterization and remediation projects in Vermont. He has acted as lead Project Manager and Environmental Professional on more than 100 EPA-funded brownfield site investigations, dozens of municipal and private redevelopment efforts, five PCB remediation projects that required EPA/TSCA approval, and four large CERCLA-compliant soil management and remediation projects for the National Park Service. His experience includes preparation of work plans, site investigation reports, and Corrective Action Plans (CAPs) that address a wide variety of contaminants in a manner that is project goal-focused and compliant with regulations. Kurt is a licensed Professional Engineer in Vermont.

22 years professional experience

Brownfield Investigation and Redevelopment, Multiple Locations, Vermont

As Project Manager on more than 65 EPA-funded brownfield site investigations, Kurt prepared QAPP documents and investigation reports, Evaluations of Corrective Action Alternatives (ECAAs), and CAPs that address a wide variety of contaminants. He is familiar with and generated risk-based and self-implementing cleanup plans for TSCA-regulated PCB sites. He characterized a former dry-cleaner site with chlorinated solvent impacts. At two former paper mills impacted by dioxins/ furans and PCBs he designed, coordinated, and implemented remediation, which included developing EPA-approved QAPPs for post remediation dioxins/ furans indoor air clearance sampling—the first of its kind for EPA Region 1. Prior to project management, he performed soil, vapor, and groundwater sampling using a variety of techniques including EPA's slow purge sampling procedures, membrane interface probing, Drive Point/Direct Push technology, Waterloo Profiling, soil and sediment coring, bathymetry assessments, and monitoring well installation. Also, he supervised numerous underground storage tank closures throughout Vermont.

Former Fonda Manufacturing Facility CAP Implementation, St. Albans, VT

Kurt managed environmental monitoring during implementation of the Lot 1 CAP. This \$1.9M Vermont BERA, PCB remediation effort included monitoring, tracking, and recording excavation boundaries and depths in areas of contamination, field screening excavated soils, tracking material quantities imported to and exported from the site, coordinating with subcontractors, conducting confirmatory soil and concrete verification sampling, and preparing daily monitoring reports for both

client and regulatory review. Served as senior reviewer of Corrective Action Completion Report which was approved by EPA/TSCA and DEC without comment.

Champlain Parkway, Burlington, VT

Kurt worked collaboratively with VTrans, the City of Burlington, and VT DEC to cost effectively pre-characterize the large project area, establish a risk-based site-specific development soil relocation threshold, prepare a CAP, and strategize soil management procedures to support bid documents. He collaborated with construction inspection services team to perform a constructability review to identify challenges and opportunities for efficiency.

157 South Champlain, Burlington, VT

Kurt managed all site investigation, corrective action planning and remediation aspects of this housing redevelopment project in Burlington. This project used a combination of private, EPA, and State (ACCD) funding. DEC approved the CAP for implementation.

Burlington Waterfront Access North (WAN) and Moran Frame, Burlington, VT

Kurt collaborated with VT DEC to obtain approval for an alternative soil management strategy to the CAP prepared by a prior consultant for the skatepark, Lake Street Extension, and Community Sailing Center phases of the WAN project. This alternative strategy increased construction efficiency and reduced project costs. Performed ongoing field characterization and provided oversight during excavation, removal, and transport of 12,000 cubic yards of impacted soil to a nearby receiving parcel. He received approval from regulators for remedial strategy of the former Moran Power Plant and supported the Moran Frame design concept and implementation.

Vermont Agency of Transportation, North Hero Drawbridge, North Hero, VT

Kurt provided technical support for ecological Risk Assessment for the chromium, lead, polycyclic aromatic hydrocarbon, and polychlorinated biphenyl (PCBs) impacted site. The site is the location of a historic drawbridge being reconstructed over Lake Champlain, and past maintenance activities included sandblasting of PCB, lead, and chromium containing paint. The risk assessment evaluated risk to Lake Champlain receptors exposed to contaminated sediment and included a Screening Level Ecological Risk Assessment and Refinement

City of Burlington, Great Streets/Main Street Revitalization, Burlington, VT

Kurt designed and managed preliminary due diligence and soil pre-characterization to support planning and construction engineering design of a complete revitalization and reconstruction of Main Street in downtown Burlington. The project included extensive community and stakeholder outreach, resulting in unanimous approval of the project concept by City Council. The design included pedestrian amenities, off-street separated bike lanes, and transit stops along Main Street. VHB coordinated with Green Mountain Transit to evaluate transit ridership data in consideration of relocation and/or consolidation of transit stops along the corridor.

City of Montpelier – Environmental Assessment Services

QUALIFICATIONS PROPOSAL

August 20, 2026

Prepared for:

City of Montpelier
39 Main Street
Montpelier, VT 05602



589 Avenue D, Suite 10
PO Box 787
Williston, VT 05495

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Appendices

Appendix A	KAS Staff Resumes
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1.0 Overview of the Company

KAS, Inc. (KAS) is pleased to submit this qualifications proposal in response to the August 4, 2026 Request for Proposals (RFP) from the City of Montpelier for the completion of a National Environmental Policy Act (NEPA) Environmental Assessment (EA) funded through a Housing and Urban Development (HUD) Community Development Block Grant – Disaster Recovery (CDBG DR) and the Northern Borders Regional Commission (NBRC) Catalyst Grant Program. KAS has recent experience working on NEPA EA projects in Vermont with NBRC and CDBG funding.

KAS is a Woman-Owned Business (certified WBE with VTrans and registered WBE with Vermont state) based in Vermont conducting environmental consulting work and professional civil and environmental engineering in several states. The managers of our Environmental and Engineering Departments have been closely collaborating on environmental reuse, redevelopment, and revitalization projects since KAS' inception in 2004. KAS has a strong reputation of providing the necessary planning and technical services to successfully evaluate properties, including the initial assessment and due diligence, hazardous building material testing, radon testing, engineering feasibility studies, civil/environmental engineering design and permitting, floodplain restoration/mitigation, NEPA EAs, and other often necessary work such as corrective action evaluation and cleanup of contaminated properties. KAS has good working relationships with a multitude of select sub-consultants should other services be required as part of the NEPA EA including professional land survey, wetland delineation, natural resource assessments, and/or historical/archeological (Section 106), or additional services.

The primary contact person at KAS regarding this qualification proposal is presented below:

Jeremy Roberts, P.G., Principal & Environmental Program Manager
P.O. Box 787, Williston, Vermont 05495
589 Avenue D, Suite 10, Williston, Vermont 05495
(802) 383-0486
JeremyR@kas-consulting.com

We greatly appreciate the opportunity to submit this qualifications proposal, and we would be privileged to operate as the chosen environmental consultant for this project.

2.0 Detailed Qualifications

2.1 Relevant Company Experience

KAS will prepare the NEPA EA for the City of Montpelier in accordance with requirements of the NBRC Catalyst Grant and CDBG DR funding programs as detailed in Section 3.0. Specifically, KAS will prepare the full EA in accordance with 24 CFR Part 58 and in compliance with NEPA and all applicable federal authorities. KAS has experience conducting NEPA EAs for various federal and state funding programs including HUD, Paul Bruhn Historic Revitalization Grants Program, CDBG Imminent Threat Program, New York Council on the Arts (NYSCA), Downtown Revitalization Initiative Program, Vermont Community Development Program (VCDP) and NBRC Catalyst Program. Through our experience completing these EAs, we are well versed in all aspects of the environmental review and consultation processes, and we work very closely and effectively with many federal and state regulators. KAS will be your partner from the very beginning to the very end of the project, and we will work diligently to keep the project on task and schedule. KAS'

recent experience conducting similar EA projects is included in Section 4.0 and we are currently engaged with the City of Vergennes to complete a EA in accordance with NBRC funding.

2.2 Key Project Management Personnel

Following is a description of specific individuals who will manage the NEPA EA and related work for the City of Montpelier. Professional resumes are included in Appendix A.

Project Principal and Point of Contact

Jeremy Roberts, P.G., Vice-President of KAS will serve as KAS' Project Principal and point of contact for contractual and other matters. Mr. Roberts manages all of KAS' environmental programs and is a Qualified Environmental Professional (QEP) who will be responsible for project execution, scheduling, budgeting and coordination. Mr. Roberts has twenty-four (24) years' professional experience in the environmental consulting field, and he is currently providing oversight for all of KAS' active environmental assessments.

NEPA Environmental Review Point of Contact

Tiffany Tona, QEP, Senior Project Manager with KAS will serve as the point of contact with the City of Montpelier for the NEPA EA. Ms. Tona has a master's degree in environmental management and has been involved in several NEPA EAs. Ms. Tona meets the federal definition and qualifications of an Environmental Professional under 40 CFR Part 312.10 and will supervise the preparation and finalization of components of the EA.

Senior Engineering Point of Contact

Stephen Diglio, P.E., Engineering Manager of KAS will provide professional engineering certification and support as needed. Mr. Diglio has twenty-two (22) years' professional experience in the engineering field, is well versed in Vermont permitting requirements, and has conducted several floodplain, river corridor and flood mitigation projects. Mr. Diglio holds a Professional Engineering certification through the State of Vermont.

2.3 Additional Proposed Project Staff

KAS maintains a staff of highly-qualified professionals including several QEPs, a professional engineer, a licensed professional geologist, and several experienced geologists, environmental scientists, civil and environmental engineers, who are available to assist in the NEPA EA related tasks for this project.

2.4 Proposed Subcontractors

KAS has a well-established network of technical subcontractors available to support it should the need arise as part of the NEPA EA, including historic preservation consultants, professional land surveyors, geotechnical engineers, wetlands consultants, certified industrial hygienists, planners, and certified excavators. Upon request, KAS can provide qualifications and resumes for sub-consultants. KAS is also open to working with additional sub-consultants that may already be engaged with the City of Montpelier.

2.5 Proof of Insurance

KAS maintains substantial insurance coverage including errors and omissions, general liability, workers compensation, and motor vehicle liability. A current certificate of insurance can be provided upon request.

3.0 Scope of Work

Below is a detailed discussion of the scope of work required in accordance with the submittal requirements outlined in the RFP. Our recent experience on similar projects is further detailed in Section 4.0.

3.1 Project Kickoff / Project Team Coordination

At the onset of the project, KAS will coordinate with the City of Montpelier municipal staff, the City of Montpelier engineering consultant(s) and The Clark Group (NBRC consultant) to begin the process of starting the NEPA EA. At this time, the project goals, and schedule will be further discussed. As the project progresses, KAS' senior project manager will provide regular updates to the project stakeholders and additional project meetings will be coordinated, as needed, to get the NEPA EA to a final endpoint.

3.2 NEPA Environmental Assessment

KAS will prepare the NEPA EA for the City of Montpelier in accordance with requirements of the CDBG DR and NBRC Catalyst Grant funding programs. The purpose of the EA is to assess project activities to determine whether or not they meet NEPA federal environmental regulations and to obtain NBRC environmental clearance. The assessment will be specific to proposed activities and the federal sources included in the grant funding programs. It is assumed that the EA will primarily follow the NBRC template as this follows a more stringent process in KAS' experience.

KAS will manage the NEPA EA process from the initiation through the final acceptance and clearance. Specifically, at the onset of the project KAS will complete the EA template provided by NBRC and submit it to The Clark Group for review. During this phase, the required alternatives analysis will be prepared to include the necessary project narratives and impact analyses. To facilitate and accompany the project narratives and impact analyses, KAS will include all applicable supporting documentation and relevant materials to be submitted with the draft EA document. All necessary Federal and State sources and requirements will be reviewed and considered as part of the NEPA EA including Section 106 Historic Preservation, endangered species, floodplains, wetlands, etc. Should the 8-Step Decision-Making Process for Floodplain and Wetlands be required, KAS will complete this task as part of the EA. KAS will coordinate all necessary consultations with the appropriate Federal and State regulators to fully assess the required regulations, which have the potential to impact the project. During the EA process and before final funding award, KAS will prepare the required public notices, which will include project title and purpose, funding information, project deadlines, project contact information and other required information. Should public comments be received, KAS will prepare written responses to the comments as necessary and provide support during the public comment period. Once the public comment period has passed, KAS will prepare and incorporate all revisions into a final EA and prepare a finding statement, as appropriate. It is assumed the public notices can be advertised on NBRC's website and in printed form at the City of Montpelier, if required by program rules.

3.3 Phase I Environmental Site Assessment

The RFP notes that a new Phase I Environmental Site Assessment (ESA) will be required for 203 Country Club Road site. KAS conducts dozens of Phase I ESAs each year, and will be prepared to conduct the updated ESA in accordance with ASTM E1527-21 for the City of Montpelier if another consultant is not already retained.

4.0 Examples of Recent Similar Projects with References

Examples of comparable completed projects in Vermont are included below with references. Although not included below, KAS was also recently retained by the City of Vergennes to complete a EA in accordance with NBRC funding.

1. Newport Center Apartments, 4116 Route 105, Newport Center, Vermont

KAS recently prepared a NEPA EA for this HUD funded housing redevelopment project in Newport Center, Vermont. The project was located in a floodplain with mapped wetlands and required a full assessment with the 8-Step Decision Making Process. KAS completed all aspects of the EA, and the environmental clearance was obtained with the funds released on June 17, 2024.

Reference: Becky Masure – Rural Edge, 1222 Main Street, St Johnsbury, VT 05819; (802) 357-4618; BeckyM@ruraledge.org

2. Old White Meeting House, 320 US-2, South Hero, Vermont

KAS recently prepared a NEPA EA for this Paul Bruhn Historic Revitalization Grants Program funded revitalization project in South Hero, Vermont. The project included renovation and re-use of a historic 1800's meeting house building by the Town of South Hero. A full assessment was required, and KAS completed all aspects of the EA, and the environmental clearance was obtained with the funds released on June 17, 2024.

Reference: Sue Arguin, South Hero Town Administrator, 333 US-2, South Hero, VT; (802) 372-5552; townadmin@southherovt.org

3. Former WillowBurke Inn & Lodge, 638 VT-114, East Burke, Vermont

KAS recently prepared a NEPA EA for this VCDP funded revitalization project in East Burke, Vermont. The project included renovation and re-use of a former inn & lodge by the Thaddeus Stevens School. KAS completed all aspects of the EA, and a finding of no significant impact was obtained.

Reference: Bob Hansen – Thaddeus Stevens School, Lyndon Center, VT 05850; (802) 535-3614; BobH@ruraledge.org

5.0 Proposed Project Schedule

KAS is prepared to begin work on the EA immediately upon approval to proceed and will provide the requested deliverables to the City of Montpelier and The Clark Group in a timely manner. Key milestones will consist of the following:

Approval to Proceed: August 31, 2026

Draft EA Report: By October 31, 2026

Updated Phase I ESA: By October 31, 2026

Draft Public Notices / Public Comment Support: By November 10, 2026

Final EA Report Addressing CDBG / NBRC Comments: By February 10, 2027

Note: KAS has noted that the 203 Country Club Road site is a listed active hazardous waste site through the VT DEC (SMS #2022-5116). Should any subsurface environmental impacts be identified beneath the property that are requiring a Corrective Action Plan (CAP) through the Vermont Department of Environmental Conservation (VT DEC), the CAP will need to be approved by the VT DEC prior to receiving HUD EA clearance. In these scenarios, the schedule for final EA clearance is often delayed significantly to wait for the CAP approval process. KAS is familiar with this process and can provide consultation and support to the City of Montpelier, as appropriate.

6.0 Proposed Project Budget

KAS will complete the EA for an estimated price of **\$16,195**. This includes KAS' labor and expenses to get the EA through final approval. The pricing assumes no sub-consultants or other services such as historic preservation consultants, wetland specialists, etc. are needed to obtain final EA approval. Billing would be on a time & materials basis using KAS' Standard Rate Sheet (attached). KAS' labor rates / categories used for this project will be as follows:

Table 1: Matrix Estimated Time by Task and Labor Division				
Category	Estimated Hours	Hourly Rate	Personnel Cost	Tasks / Milestones
Project Engineer / Scientist	30.0	\$115.00	\$3,450	EA Support, Task / Project Management, Deadline Tracking, Final Approvals
Staff Scientist / Engineer	121.0	\$95.00	\$11,495	EA Preparation, Regulatory Information Gathering, Public Notices, EA Revisions
Principal / Senior Scientist	6.0	\$165.00	\$990	Review of EA, Project Support, Client Interface
Administrator	4.0	\$65.00	\$260	Public Notices, Documentation, Invoicing

KAS does not envision other labor categories being necessary to complete the project; however, should this need arise KAS would discuss this with the client prior to proceeding. Should a fixed price budget be preferred, KAS can discuss these terms with the client at the onset of the project.

Should KAS be retained to complete the updated Phase I ESA for 203 Country Club Road, a separate cost proposal will be presented to the City of Montpelier for this service.

Appendix A

KAS Staff Resumes



**KAS, INC.
PROFESSIONAL PROFILE**

JEREMY P. ROBERTS, P.G.

TITLE	Environmental Program Manager / Principal
EXPERTISE	Environmental program project management. Collection of environmental samples and operation and maintenance of hazardous waste treatment systems. Project management, geological investigations, hazardous waste site assessments, water system monitoring and maintenance, groundwater and soil contamination, remedial system design, installation, and operation. Wetland delineation. Phase I and Phase II Environmental Site Assessments.
EXPERIENCE	KAS, Inc., Williston, VT October 2004 – Present. Management of KAS' environmental projects/ programs, including environmental site assessments, UST removals, site investigations, and environmental clean up activities. Foster technical innovation, quality control and assurance on projects and written materials. Business development activities for environmental programs. Project Management. Griffin International, Inc., Williston, VT January 2002 – October 2004. Project management. Technical report writing. Geological investigations. Hazardous waste site assessments. Phase I and Phase II environmental site assessments. Collection of groundwater, surface water, and soil samples, soil screening, and soil vapor extraction system monitoring and maintenance.
ACADEMIC BACKGROUND	BS, Plant and Soil Science, University of Vermont. May 1999.
PROFESSIONAL QUALIFICATIONS	New York Licensed Geologist #000453-1 ASTM/EPA Environmental Professional 40 Hour OSHA 29CFR1910.120 Hazardous Worker Training 40 Hour Certification in Federal Wetland Delineation, Identification, and Classification. Vermont Certified Asbestos Site Inspector ASTM Phase I Environmental Site Assessment Practices For Commercial Real Estate: Transaction Screen & Phase I Site Assessment, April 2012 IAQ/IH Sampling Workshop, August 2012 Practical Guide to Vapor Intrusion Course, April 2016



PROFESSIONAL PROFILE

TIFFANY TONA, M.S.

TITLE	Senior Project Manager
EXPERTISE	Environmental design and project management; Brownfields investigation and remediation; geological investigations; hazardous waste site investigations and cleanup; remedial system design, installation, and operation; Phase I and Phase II Environmental Site Assessments; NEPA Environmental Reviews; permitting through various federal, state and local agencies; project scheduling; technical writing and report preparation.
EXPERIENCE	Senior Project Scientist - KAS, Inc, Williston, VT. April 2026 – present. Responsibilities include Environmental Project Management. Brownfields investigation and remediation. Phase I and Phase II Environmental Site Assessments. NEPA Environmental Reviews / Assessments. Remediation design, implementation, and operation. Corrective Action Plan preparation and implementation. Bid specification preparation and construction oversight. Senior Environmental Professional – QAQC Lead – Global Realty Services Group (NV5 Company). May 2021 – April 2026. Responsibilities included: Lead environmental due diligence for large commercial and multifamily real estate portfolios, managing concurrent Phase I and Phase II ESA projects from initiation through final client delivery. Service as technical lead and QAQC reviewer for Phase I ESAs, Small Business Loan Reports, database reviews, and Phase II subsurface assessments. Review historical regulatory files. Environmental Field Professional – Global Realty Services Group. 2019 - 2021. Responsibilities included: Conducting and managing Phase I ESAs and Transaction Screen Assessments for commercial, industrial and multifamily properties. Performed field reconnaissance, regulatory research and report preparation in accordance with ASTM standards. Coordinated asbestos and radon sampling and coordinated with clients and regulatory personnel. Environmental Scientist – Rainbow Environmental Consulting. 2015 – 2019. Responsibilities included: Managed and executed Phase I and Phase II ESAs, coordinated exploratory subsurface investigations including soil, soil vapor and groundwater sampling and underground storage tank removals. Provided remediation support and assisted with remediation planning, data evaluation and preparation of technical reports.
ACADEMIC BACKGROUND	Master's Degree, Environmental Management University of San Francisco, California Bachelor's Associates Degree, Japanese, University of Oregon
PROFESSIONAL QUALIFICATIONS	40 Hour OSHA 29CFR1910.120 Hazardous Worker Training Environmental Professional (AAI, 40 CFR 312.10)



PROFESSIONAL PROFILE

STEPHEN J.C. DIGLIO, P.E.

TITLE	Civil and Environmental Project Engineer/Manager
EXPERTISE	Engineering and environmental design and project management; hydrologic and hydraulic analysis and design; stormwater management; flood control; site design of various civil and environmental improvements; permitting through various federal, state and local agencies; construction management; project scheduling; technical writing; estimating; technical specification; field survey; development of Stormwater Pollution Prevention Plans (SWPPPS); erosion control; GIS mapping and data management.
EXPERIENCE	Civil and Environmental Project Engineer/Manager - KAS, Inc, Williston, VT. December 2009 – present. Responsibilities include: Wastewater disposal and water supply design and permitting; plan and profile civil site design including traffic, structural design, grading, utilities, and layout; permitting; GIS mapping; erosion control; client, contractor and agency coordination; drafting; technical writing; proposal writing; report preparation; technical specifications; field survey; cost estimates; Stormwater Pollution Prevention Plans; design of environmental remediation systems; etc. Class 2 Water System Operator – South Burlington Fire District #1, South Burlington, VT. December 2010 – present. Responsibilities include: Daily, monthly, and yearly monitoring, inspecting, and testing of the water system; emergency repair coordination; preventative maintenance; report writing; etc. Water Resources Civil Engineer - Stantec Consulting, Reno, NV. Aug. 2004 – Nov. 2009. Responsibilities included performing hydrologic and hydraulic analysis and design; master plan analysis; flood mitigation analysis; stormwater and sewer infrastructure analysis and design; plan and profile design of various civil improvements; site layout and grading; drafting; client, contractor and utility agency coordination; technical writing; proposal writing; report preparation; technical specifications; surveying; cost estimates; etc. Graduate Assistant - Rowan University, Glassboro, NJ. June 2003 – Aug. 2004. Conducted independent research including the geomorphic assessment, field data collection, hydrologic and hydraulic modeling. Mortar man - New Jersey Army National Guard. June 1997 – June 2005. Responsibilities included training, supervision, and the performance of duties as ordered by commanding officers. Rank at discharge: Specialist
ACADEMICS	BS Civil Engineering, Rowan University, 2003, MS Civil Engineering, Rowan University, 2004.
PROFESSIONAL	Professional Engineer – Civil: Nevada (#19857), Vermont (#74333)
SOFTWARE	ArcMap, Arc View, AutoCAD Land Desktop, HEC-GeoHMS, HEC-HMS, HEC-1, HEC-2, HEC-GeoRAS, HEC-RAS, SewerCAD, StormCAD, WaterCAD, FlowMaster, CulvertMaster, Alluvial Fan, MS Office Package



Appendix B

KAS Standard Rate Sheet

KAS, Inc.
STANDARD RATE SHEET

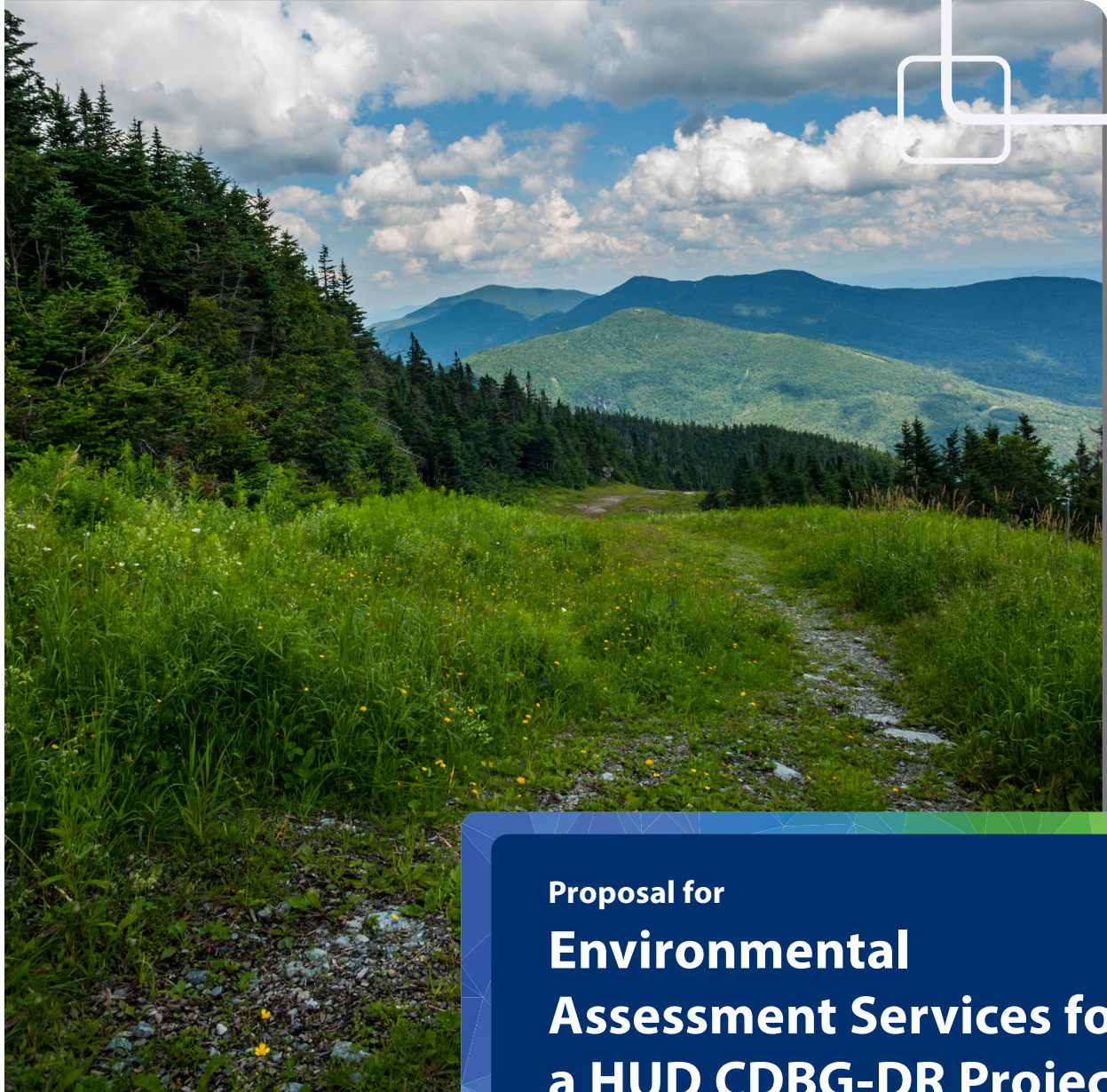
LABOR

Principal	per hour	\$165.00
Senior Scientist/ Engineer/ Geologist	per hour	\$135.00
Project Scientist/ Engineer/ Geologist	per hour	\$115.00
Staff Scientist/ Engineer / Geologist	per hour	\$95.00
Field Technician II	per hour	\$80.00
Field Technician I	Per hour	\$75.00
Draftsperson II	Per hour	\$85.00
Draftsperson I	Per hour	\$80.00
Administrator	Per hour	\$65.00
Secretary/ Clerical	Per hour	\$60.00
Site Supervisor	Per hour	\$95.00

EQUIPMENT	Full Day Rate	½ Day Rate
PID	\$90.00	\$45.00
O2/ LEL / Explosimeter	\$60.00	\$30.00
IP (Interface Probe)	\$55.00	\$27.50
WLI (Water Level Indicator)	\$30.00	\$15.00
WQ Meter pH/ Conductivity/ Temp.	\$55.00	\$27.50
Dissolved Oxygen Meter	\$40.00	\$20.00
SVE Blower	\$70.00	\$37.50
Air Compressor	\$65.00	\$32.50
Survey Equipment	\$75.00	\$37.50
Jackhammer	\$80.00	\$40.00
Turbidity Meter	\$40.00	\$20.00
ORP Meter	\$20.00	\$10.00
Low Flow Sampling Pump	\$75.00	\$37.50
Confined Space Safety Equip.	\$100.00	n/a
Hand Auger	\$15.00	\$7.50
Temperature/ Humidity Pen	\$15.00	\$7.50
Generator	\$90.00	n/a
Metal Detector	\$25.00	\$12.50
GPS	\$15.00	n/a
Anemometer/Manometer	\$20.00	\$10.00
Magnehelic Gauges	\$10.00	\$5.00
Power Hand Tools	\$25.00	\$12.50

MISCELLANEOUS

Mileage – truck or car	per mile	Federal rate
Sample Kit, Soil	per sample analysis	\$15.00
Sample Kit, Aqueous	per sample analysis	\$15.00
Level C Protection (includes respirator use)	per day	\$50.00
Per Diem	per day	\$45.00
Overnight Accommodations	per day	Market Rate
Laboratory Analysis		Job Specific (generally cost plus 10%)
Rental Equipment		
Miscellaneous Materials		
Subcontractors		



Leading with Science®

Proposal for
**Environmental
Assessment Services for
a HUD CDBG-DR Project**

City of Montpelier, VT

August 20, 2026

Cover Letter

Mr. Mike Miller, Director of Planning & Community Development
City of Montpelier
Submitted Electronically

August 20, 2026

Subject: Montpelier Environmental Assessment Services HUD CDBG-DR Project

Dear Mr. Miller and Members of the Evaluation Committee,

Tetra Tech, Inc. (Tetra Tech) is pleased to submit our proposal to provide Environmental Assessment Services for the City of Montpelier's Community Development Block Grant Disaster Recovery (CDBG-DR) project. We appreciate the opportunity to support the City in completing the environmental review required for this important recovery and redevelopment effort, which will pair critical water and sewer infrastructure improvements with the development of low- and moderate-income (LMI) and workforce housing. Tetra Tech understands the interconnected nature of these project elements and the importance of a thorough, efficient environmental review process that supports the City's efforts to advance resilient infrastructure and expand much-needed housing opportunities while respecting the natural resources, community character, and quality of life that are important to Montpelier and communities throughout Vermont.

Tetra Tech is a recognized leader in U.S. Department of Housing and Urban Development (HUD) environmental compliance, having completed more than 49,000 environmental reviews across seven states and territories in support of disaster recovery, hazard mitigation, housing, and infrastructure programs. Our team routinely prepares Environmental Assessment level Environmental Review Records in accordance with 24 CFR Part 58 and applicable federal environmental authorities, including the National Environmental Policy Act (NEPA), Section 106 of the National Historic Preservation Act, the Endangered Species Act, Executive Orders 11988 and 11990, and other related environmental compliance requirements.

Our proposed Project Manager, Elke Anne Malin, has more than 22 years of program management experience, including five years leading HUD Part 58 environmental review programs and 15 years supporting NEPA compliance. She has managed CDBG environmental review programs, led multidisciplinary teams, and coordinated with federal, state, and local agencies to deliver compliant environmental reviews on accelerated schedules. Ms. Malin will be supported by experienced environmental scientists, NEPA specialists, and technical subject matter experts with extensive HUD disaster recovery experience.

We appreciate your consideration of our proposal and welcome the opportunity to further our partnership with the City of Montpelier to deliver timely, accurate, and fully compliant environmental review that will support the City's application for CDBG funding. Should you have any questions regarding our proposal, please contact:

Technical Representative:

Elke Anne Malin, Project Manager
(301) 768-7623 | Elke.Malin@tetrattech.com

Contractual Representative:

Kayla Lemaire, Contracts Representative
(407) 735-6580 | TDR.Contracts@tetrattech.com

Sincerely,



Jonathan Burgiel, Business Unit President | Tetra Tech, Inc.

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Firm Background and Relevant Experience

Firm History

Tetra Tech is the nation's leading provider of HUD CDBG Environmental Services. We routinely serve numerous federal, state, and local government agencies with a wide variety of environmental services including the preparation of Environmental Assessments (EAs) and Categorical Exclusions Subject to 24 Part 58 (CESTs), biological assessments, special status species surveys, archaeological/historic surveys and consultations, wetland delineations, state water permits and approvals, hazardous materials surveys (asbestos, lead-based paint, and mold), and floodplain elevation certificates.

Founded in 1966, Tetra Tech began as an engineering firm specializing in water resources and coastal infrastructure before expanding into environmental consulting during the 1980s. As demand for environmental remediation and regulatory compliance grew, Tetra Tech broadened its capabilities to include groundwater modeling, environmental restoration, hazardous site remediation, and environmental planning for federal agencies, including the U.S. Department of Defense and the U.S. Environmental Protection Agency, as well as state and municipal housing, infrastructure, and transportation departments. Today, Tetra Tech is a global leader in environmental engineering and consulting, recognized for delivering technical solutions across the full project lifecycle.

Building on this environmental foundation, Tetra Tech established its Disaster Recovery and Emergency Management practice in 2001 and has since become one of the nation's leading providers of disaster recovery consulting services. Through continued growth and acquisitions, Tetra Tech expanded its expertise in HUD-funded disaster recovery, grant management, environmental compliance, emergency management, and community resilience. Today, we support federal, state, and local governments nationwide with disaster recovery, environmental review, and resilience programs that help communities recover stronger after disasters.

Tetra Tech is a leading environmental engineering firm in the United States – ranked #1 in Environmental Management.

49K

Environmental
Reviews

\$11B

CDBG Funds
Managed

45⁺

CDBG Projects
Led

18⁺

Years of CDBG
Experience

25K

Employees
Worldwide

Tetra Tech by the Numbers



Local Knowledge. Regional Experience.

Tetra Tech has supported state and local governments, emergency management agencies, healthcare systems, and communities throughout New England in preparing for, responding to, and recovering from disasters. From flood and debris response to emergency planning, hazard mitigation, exercises, and FEMA grant support, our experience gives our team an understanding of the hazards, communities, and operational challenges that shape emergency management across the region.

Exhibit 1. Tetra Tech Offices in the Northeast United States



Proven Experience Supporting Vermont Communities

Tetra Tech is already a proud partner to Vermont. Our team has supported the **State** and its communities through consecutive flood disasters, mobilizing within 48 hours of the devastating 2023 floods to provide debris monitoring services across **15 municipalities** and returning to support Vermont following the 2024 flooding. Our work has delivered tangible results, including helping secure FEMA approval for the removal of commercial debris – an uncommon but critical eligibility determination that supported small businesses in Montpelier and other affected communities.

Our commitment continues today. In 2026, Tetra Tech began supporting the **Vermont Agency of Agriculture**, Food and Markets with administration of USDA Agriculture Block Grant funding for producers impacted by the State's 2023 and 2024 adverse weather events. Our work supports the full program lifecycle – from program design, outreach, and technical assistance through implementation, federal compliance, reporting, and audit-ready documentation.

Together, these assignments give Tetra Tech firsthand experience working within Vermont's disaster recovery environment, coordinating with State and local stakeholders, and translating federal requirements into practical solutions for Vermont communities.

Local presence.

National resources.

With two Vermont offices, Tetra Tech combines an established in-state presence with the specialized expertise and resources of our nationwide team.

2 Vermont offices

12 New England offices

15 Municipalities Supported Following the 2023 Flood

48 Hours to Mobilize After the 2023 Flood

350+ Employees in New England

Connecticut | Statewide Disaster Recovery and Disaster Debris Response

Tetra Tech has supported the **State of Connecticut** since 2015 with FEMA Public Assistance program management, financial reconciliation, grant closeout, appeals, and technical assistance to state, local, Tribal, and nonprofit applicants. For COVID-19 alone, our team prepared requests for reimbursement representing more than \$550 million in FEMA PA funding and reviewed nearly \$1 billion in high-priority projects for closeout readiness.

Tetra Tech also supported statewide debris operations following Winter Storm Alfred, monitoring operations across **19 towns, State Parks, State environmental facilities, and Connecticut Department of Transportation** roadways. Our team monitored, documented, and reconciled the removal of more than 1.9 million cubic yards of debris.

Massachusetts | Regional Preparedness and Exercises

For the **Metro-Boston Homeland Security Region**, Tetra Tech developed and facilitated five jurisdictional tabletop exercises and one regional exercise focused on evacuation planning and coordination. The exercises brought together emergency management, fire, law enforcement, transportation, public health and healthcare, utilities, voluntary agencies, and private-sector partners to test plans and identify opportunities to strengthen regional preparedness.

Additional Support in the Northeast: States of New Jersey and New York

Tetra Tech supported the **New Jersey Department of Environmental Protection** following Hurricanes Sandy and Ida. Following Sandy, our team monitored complex waterway debris, sediment, and abandoned vessel removal operations while addressing FEMA eligibility and environmental and archaeological considerations; following Ida, we mobilized more than 40 local monitors to document the removal of more than 60,000 cubic yards of flood-related debris.

Tetra Tech served as a prime contractor preparing HUD ERRs for New York's disaster recovery programs for Hurricane Sandy, Hurricane Irene, and Tropical Storm Lee. This contract included **63 Environmental Assessments, a Tier I Broad level EA, and 41 Categorical Exclusions**. Before this contract, Tetra Tech served as a subcontractor providing environmental and historic preservation review work under the HUD ERR regulations for New York State Homes and Community Renewal. The volume of work included the preparation of 43 Tier I broad level EAs for several programs in **11 counties**, over 3,000 Tier IIs, and historic preservation reviews for over 3,500 properties.

Since 2017, Tetra Tech has supported **NYU Langone Health** with more than 100 exercises, 30 business continuity training sessions, 20 emergency plans and planning tools, and 17 after-action reviews. Our hazard mitigation planning services help communities assess risks and vulnerabilities, engage stakeholders, and develop strategies to reduce future losses while maintaining eligibility for FEMA funding. New York HMP clients include **Broome, Herkimer, Lewis, Monroe, Rockland, Seneca, and Suffolk Counties**. Tetra Tech also helped the **Town of Alexander** develop a FEMA Hazard Mitigation Grant Program application to remove a flood-prone highway garage and return the property to open space.

Firm Qualifications and Relevant Experience

Over the last 10 years, Tetra Tech has **successfully completed over 49,000 environmental reviews in seven states and territories throughout the country**. Tetra Tech has extensive HUD NEPA experience supporting disaster recovery, hazard mitigation, and other types of programs and projects. Tetra Tech recognizes that the 2024-2028 federal administration has reduced its related requirements and acknowledges HUD's ongoing requirement for alignment with NEPA for the use of its CDBG funding. Tetra Tech has completed and successfully submitted thousands of NEPA documents and supporting documents, such as field survey reports including biological assessments, special status species surveys, archaeological/historic surveys, Phase I and Phase II ESAs, wetland delineations, waters of the U.S. determinations, U.S. Army Corps of Engineers and state water permits and approvals, and hazardous materials surveys (asbestos, lead-based paint, and mold). Our staff provides our clients with agency-specific guidance through the various consultations, permitting, and coordination processes.

We leverage our industry-leading and client-tailored operating procedures, talented and specialized staff, and community relationships to help our clients administer compliant and effective federally funded programs that align with local needs. **We have supported our clients through the reimbursement of more than \$81 billion in federal funds, including HUD, FEMA, FHWA, and other federally funded grant programs.**

Our team has an extensive and diverse résumé of NEPA projects involving housing development projects, infrastructure and related facilities, including water and wastewater facilities, transmission lines, transportation, oil and gas storage and transmission, industrial cleanup, municipal planning, flood control and stormwater mitigation, and visitor/tourist plans and facilities. Our NEPA specialists also wrote a handbook that has become an invaluable resource to NEPA practitioners. Tetra Tech authored *NEPA Handbook: A Comprehensive Resource Guide* is a hands-on manual for implementing the procedures prescribed by NEPA.

Tetra Tech is a leading environmental engineering firms in the United States – ranked #1 in Environmental Management and #2 in Solid Waste in the latest Engineering News Record firm rankings.

We serve federal, state, and local government agencies with a wide variety of environmental services including preparation of NEPA documents, biological assessments, special status species surveys, archaeological/historic surveys, Phase I and Phase II environmental site assessments, wetland delineations, waters of the U.S. determinations, U.S. Army Corps of Engineers and state water permits and approvals, and hazardous materials surveys (asbestos, lead-based paint, and mold). Tetra Tech currently serves as the U.S. Environmental Protection Agency's emergency response contractor for multiple U.S. EPA regions across the country. We support the USACE with environmental missions following major fire disasters in order to monitor air quality and test (for hazardous materials) and clear residential and commercial parcels for reconstruction. Tetra Tech provides environmental services to dozens of U.S. clients. Tetra Tech also serves state-level Departments of Environmental Protection, as shown in Exhibit 2 on the following page.

Exhibit 2. Summary of Select CDBG Environmental Reviews by State

Client Name	CEST/EA/EIS	Tier II Reviews	Historic Preservation Reviews
State of New York	51 CESTs, 45 EAs, 44 Broad	3,150	3,500
State of New Jersey	45/17/0	1,483	1,545
South Carolina	0/4/0	246	147
State of Texas	21 CESTs, 50 EAs, 3 PH1 ESA	3,000*	1,669
Commonwealth of Puerto Rico	2 CEST/28 EAs	9,200+	3,975
State of Louisiana	3/7/0	26,400	7,600
State of North Carolina	3 CESTs, 2 EAs, 29 Broad	3,400	170
State of Florida	8 EAs/2 Broad	2,979	1,579
TOTALS	326 Combined	49,858	20,185

*Estimated totals

Tetra Tech currently serves as the U.S. Environmental Protection Agency's emergency response contractor for multiple U.S. EPA regions across the country. We support the USACE with environmental missions following major fire disasters in order to monitor air quality and test (for hazardous materials) and clear residential and commercial parcels for reconstruction. Tetra Tech provides environmental services to dozens of U.S. clients and Tetra Tech also serves as the state-level Department of Environmental Protection's on-call debris monitoring provider for state lands, parks, and waterways for state's with vastly rich aquatic resources, such as Florida and Louisiana.

Tetra Tech has completed a full range of environmental field investigations, surveys, and permit applications for numerous state, county, municipal, and private clients throughout the United States and the Commonwealth of Puerto Rico. Tetra Tech has extensive HUD NEPA experience supporting disaster recovery, hazard mitigation, and other types of programs and projects. Tetra Tech has completed and successfully submitted more than 1,000 NEPA documents and supporting documents, such as field survey reports including biological assessments, special status species surveys, archaeological/historic surveys, Phase I and Phase II ESA, wetland delineations, waters of the U.S. determinations, U.S. Army Corps of Engineers and state water permits and approvals, and hazardous materials surveys (asbestos, mold, and lead-based paint [LBP]). Our team has an extensive and diverse résumé of public assistance NEPA projects involving housing development projects, infrastructure and related facilities, including water and wastewater facilities, transmission lines, transportation, oil and gas storage and transmission, industrial cleanup, municipal planning, flood control and stormwater mitigation, visitor/tourist plans and facilities, flood adaptations, and wildfire controls. We leverage our technological resources to both identify and meet community needs and demands.

Tetra Tech Rankings

1st in Environmental Management

1st in Site Assessment & Compliance

1st in Environmental Science

2nd in Dams and Reservoirs

3rd in Top 500 U.S. Design Firms

Description of Approach to Completing a HUD Environmental Assessment for this Project

Project Understanding

Tetra Tech understands that the City of Montpelier's proposed project brings together two closely connected needs: extending the water, sewer, and other infrastructure necessary to support development and creating much-needed low- and moderate-income (LMI) and workforce housing. Because the housing component depends on these infrastructure improvements, the environmental review must consider the project as a whole and provide the City with a clear path toward HUD compliance and CDBG-DR funding approval.

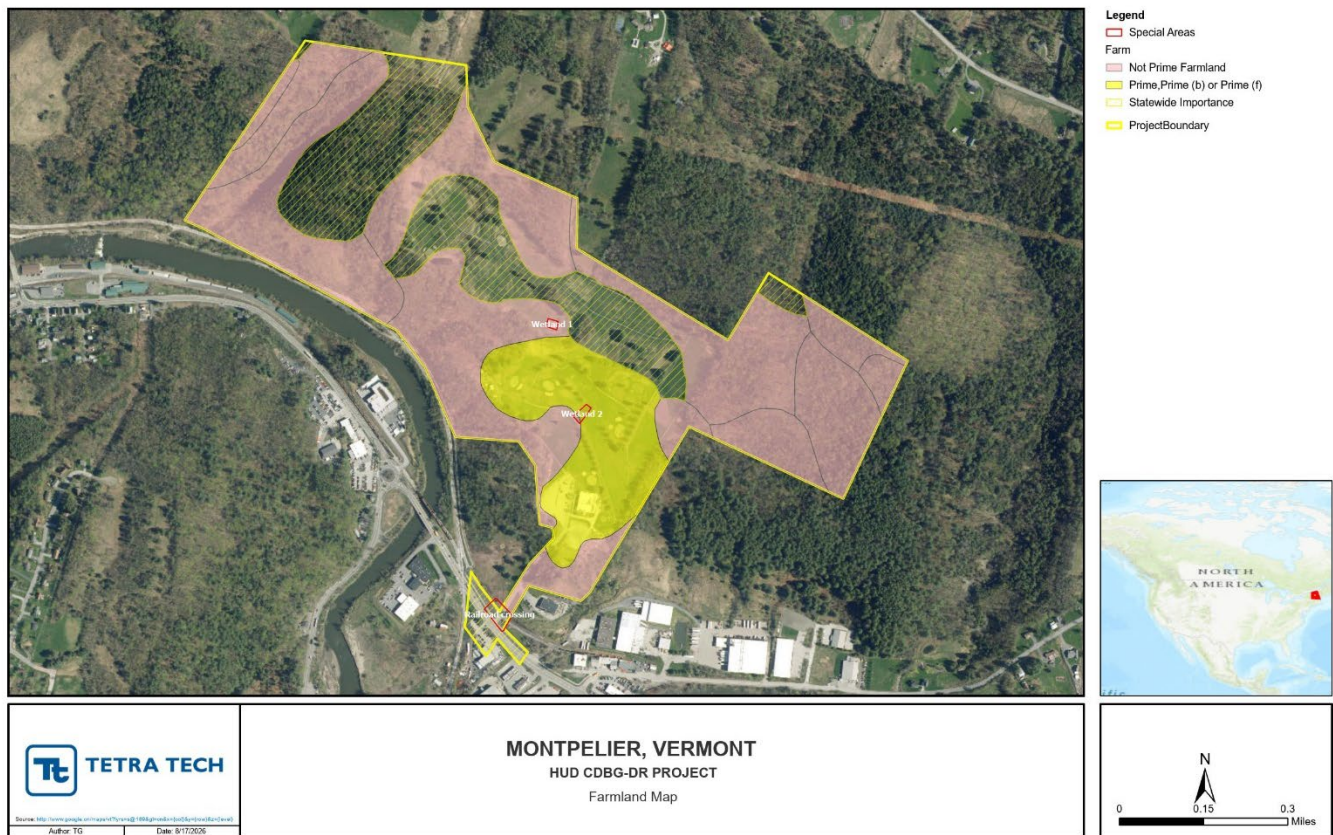
Our team will conduct a comprehensive HUD Environmental Assessment (EA) in accordance with 24 CFR Part 58 and applicable federal, state, and local environmental requirements. We will begin with a thorough desktop review of information already collated by the City, drawing on Vermont-specific resources such as Agency of Natural Resources mapping, National Wetlands Inventory data, FEMA flood hazard information, Natural Resources Conservation Service (NRCS) soils mapping, land use planning documents, and applicable regulatory databases. Given the project setting and proposed development, we will pay particular attention to wetlands and associated buffers, flood-prone areas, and Prime Agricultural Soils (PAS) that may influence site development, permitting requirements, and project feasibility. Areas already identified for needing additional attention include the NWI wetlands, the railroad crossing, and the potential conversion of farmlands (see Exhibit 3. Map 1 on the following page).

As environmental conditions and potential constraints are identified, the project team will coordinate with relevant federal and state agencies, including the Vermont Department of Environmental Conservation Wetlands Program, VTrans, Vermont Agency of Agriculture, NRCS, Washington County Railroad (WACR), and others as needed. This coordination will help the City understand regulatory considerations early, identify opportunities to avoid or minimize impacts, and reduce the potential for environmental issues to create delays later in the project.



We recognize that Vermont presents several environmental challenges that differ from many other states, including expansive wetland systems, highly valued working agricultural lands, steep terrain, sensitive natural resources, and extensive flood-prone areas. In Montpelier specifically, recent flood events have highlighted the need for resilient project planning that accounts for floodplain management, stormwater impacts, and watershed protection.

Exhibit 3. Map 1



We will synthesize these findings in a comprehensive HUD Environmental Assessment that documents existing conditions, evaluates potential resource impacts and alternatives, addresses applicable regulatory compliance documentation, and incorporates GIS mapping exhibits, agency correspondence, and recommended avoidance and minimization measure. Particular care will be given to wetlands and prime farmland resources so that environmental considerations are addressed alongside the City's infrastructure and housing objectives.

Ultimately, our goal is to provide the City of Montpelier with a clear understanding of environmental constraints, regulatory obligations, potential permitting pathways, and project risks, while establishing the documentation necessary to support HUD environmental review and funding approval.

Vermont-Specific Considerations

Many Vermont communities value their rural character, quiet recreation areas, and natural soundscapes.

For projects located near natural resource areas, our analyses also consider potential effects on wildlife and habitat use. Noise generated during construction, vegetation clearing, transportation improvements, or facility operations can influence wildlife behavior, particularly for species that rely on acoustic communication, including bats and certain bird species. Our interdisciplinary team works closely with natural resource specialists to evaluate these interactions and develop practical avoidance and minimization measures where warranted.

Preparation of a Full Environmental Assessment

Tetra Tech will begin by reviewing available project materials to confirm that the information needed to initiate the Environmental Assessment (EA) is complete and sufficiently detailed. As part of this initial review, we will prepare a project description and footprint map for City review and agreement. Establishing a clear project scope at the outset is especially important for this effort because alternative development concepts have been presented publicly and the HUD-funding utility improvements are directly connected to the future housing development they are intended to support.

Early in the process, we will coordinate with the City to establish how the alternatives and connected housing development should be addressed in the EA. Although HUD funding is associated with the installation of the utility lines, the subsequent housing development is a connected action and must be appropriately considered in the environmental review. Tetra Tech will work to establish agreement with HUD on the appropriate level of analysis, including how direct, indirect, and cumulative impacts should be addressed and the extent to which HUD housing-related considerations apply to the future development. These considerations may include noise, access to transportation and health services, and the potential effects of increased population of community services such as education and emergency response.

Resolving these questions at the beginning of the EA will give the City and HUD a shared understanding of the review framework before substantial analysis is underway. It also reduces the risk of significant issues emerging during agency or public review of the draft EA, when changes can have a greater effect on the project schedule. We will take the same early-coordination approach to environmental documentation and consultation requirements involving the State of the Vermont, VTrans, the railroad, and other entities with jurisdiction or an interest in the project.

During this process, we will also initiate consultation with appropriate consulting agencies to ensure that each agency has enough time to review the project and response within the overall EA schedule. Depending on the resources identified and consultation requirements, these agencies may include the U.S. Fish and Wildlife Service, Vermont Division for Historic Preservation, Vermont Fish and Wildlife Department, VTrans, and other federal, state, or local entities.

Our team will coordinate closely with the City of Montpelier Planning and Community Development Department throughout this process so that environmental considerations, agency requirements, and potential permitting constraints can be addressed as project planning and design advance.

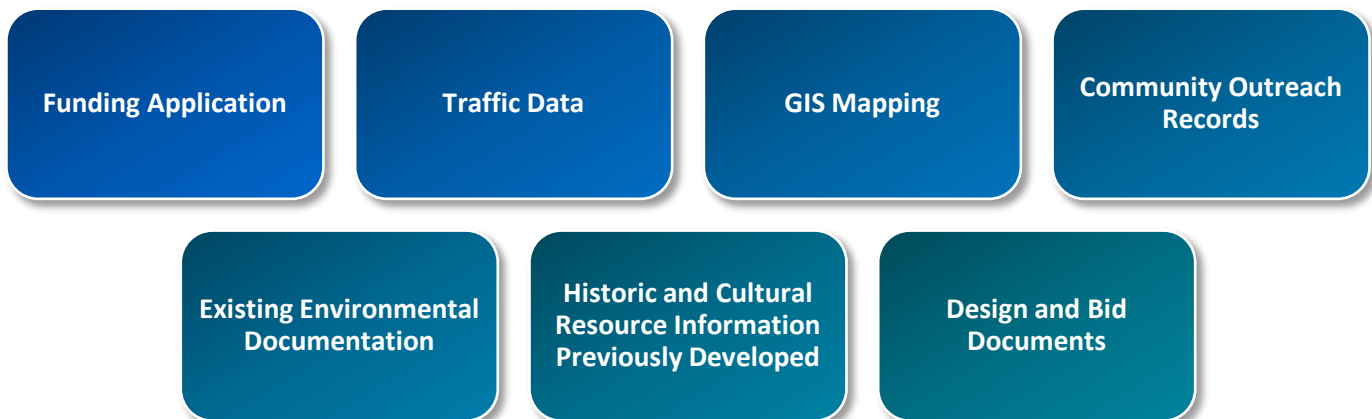
Vermont-Specific Considerations

In Vermont, transportation and railroad infrastructure often follow the same river valleys and historic development corridors where communities have grown over time. In Montpelier, that setting can bring several considerations together within a relatively compact project area, including railroad coordination, floodplain management, wetlands, historic resources, public safety, and community connectivity.

Tetra Tech will engage the appropriate railroad representatives, City staff, and regulatory agencies early to understand access requirements, environmental constraints, and potential effects on project design and construction. Addressing these considerations as part of the EA, rather than waiting until final design or construction, is intended to reduce permitting and constructability risks and give the City a clearer understanding of the requirements that may affect implementation.

NEPA Impact Analysis

To begin the NEPA Impact Analysis, we will undertake a comprehensive review of available project documentation, including the following:



Primary Components of the NEPA Impact Analysis

This review will identify opportunities to build on existing environmental analyses, where appropriate, avoiding unnecessary duplication of effort while maintaining a complete and defensible environmental record. The EA will follow HUD's required format and organize the evaluation into two primary components: the Statutory Checklist, which satisfies 24 CFR Part 58.35(a) requirements, and the Environmental Factors Checklist, which satisfies 24 CFR Part 58.36 requirements. Together, these evaluations will provide the City with a clear, well-documented assessment of applicable environmental requirements and potential project impacts.

The Statutory Checklist includes evaluation of the following:

Exhibit 4. HUD Statutory Checklist

The 16 Standard HUD Statutory Compliance Factors	
1 	Airport Hazards Evaluates whether the site lies within a civilian or military airport runway protection zone or clear zone.
2 	Coastal Barrier Resources Determines whether the project is located within a protected coastal barrier system (not applicable in Montpelier but still documented).
3 	Floodplain Management Requires an 8 step review if the site is in a FEMA floodplain.
4 	Historic Preservation Triggers Section 106 consultation with the State Historic Preservation Office (SHPO) for any property over 50 years old or with potential cultural significance.
5 	Contamination and Toxic Substances Assesses hazards such as underground storage tanks, brownfields, spills, or nearby industrial uses.
6 	Endangered Species Determines whether the project affects federally listed species or critical habitat.
7 	Explosive and Flammable Hazards Reviews proximity to above ground storage tanks containing flammable materials.
8 	Farmlands Protection Ensures compliance with the Farmland Protection Policy Act (usually not triggered in urban areas like Montpelier).
9 	Noise Abatement and Control Evaluates noise exposure from roads, rail, and airports using HUD's Day Night Average Sound Level (DNL) thresholds.
10 	Wild and Scenic Rivers Checks whether the site is near a designated protected river.
11 	Environmental Justice Executive Order 12898 mandating the assessment of disproportionate adverse impacts on minority or low income populations (Environmental Justice) has been revoked. However, EO 13045, "Protection of Children from Environmental Health Risks and Safety Risks," requires assessment of many of the same impacts.
12 	Sole Source Aquifers Determines whether the project lies within a federally designated sole source aquifer boundary.
13 	Wetlands Protection Requires an 8 step review if the project affects wetlands.
14 	Coastal Zone Management Ensures consistency with state coastal zone plans (not applicable in Montpelier but still documented).
15 	Flood Insurance Requires flood insurance for projects in FEMA Special Flood Hazard Areas.
16 	Clean Air Act Conformity Determines whether the project is in a non attainment area and whether emissions thresholds are exceeded.

The Environmental Factors Checklist considers both how the proposed project may affect the surrounding environment and community and how existing conditions may affect the project. As part of the EA, Tetra Tech will evaluate the following factors to identify potential impacts, concerns, and opportunities for avoidance or mitigation:

Exhibit 5. Environmental Factors Checklist

Key Factors for Environmental and Community Impact Evaluation		
1		Conformance with Plans/Compatible Land Use and Zoning/Scale and Urban Design
2		Soil Suitability/Slope/Erosion/Drainage/Storm Water Runoff
3		Hazards and Nuisances including Site Safety and Noise
4		Energy Efficiency/Consumption
5		Employment and Income Patterns
6		Demographic Character Changes, Displacement
7		Educational and Cultural Facilities
8		Commercial Facilities
9		Health Care and Social Services
10		Solid Waste Disposal/Recycling
11		Waste Water/Sanitary Sewers
12		Water Supply
13		Public Safety – Police, Fire and Emergency Medical
14		Parks, Open Space and Recreation
15		Transportation and Accessibility
16		Unique Natural Features, Water Resources
17		Vegetation, Wildlife
18		Other Factors

Natural and Cultural Resources

Our environmental specialists will conduct a desktop analysis screening using information provided by the City, available federal and Vermont-specific data sources, and Tetra Tech’s GIS resources. This initial screening allows us to quickly identify potential environmental constraints and determine where additional research, agency coordination, field surveys, or supporting documentation (e.g., EPA ECHO reports) may be needed. Our desktop environmental screening will address the following natural and cultural resources:

Exhibit 6. Natural and Cultural Resources

 NATURAL RESOURCES	 CULTURAL RESOURCES
 Waters of the U.S.	 National Register-listed properties
 Streams and wetlands	 National Register-eligible properties
 FEMA floodplains	 Historic districts
 Protected species habitat	 Archaeological sensitivity areas
 Critical habitat designations	 Previously identified cultural resources
 State natural heritage resources	

Compliance Documentation

Tetra Tech will create the Environmental Review Record (ERR) to document the City's compliance with the statutory and environmental requirements of NEPA, HUD regulations, and the related federal and state of Vermont laws, regulations, and policies. Consultations and coordination with other agencies will be conducted as needed to adequately assess the potential impacts from the overall project.

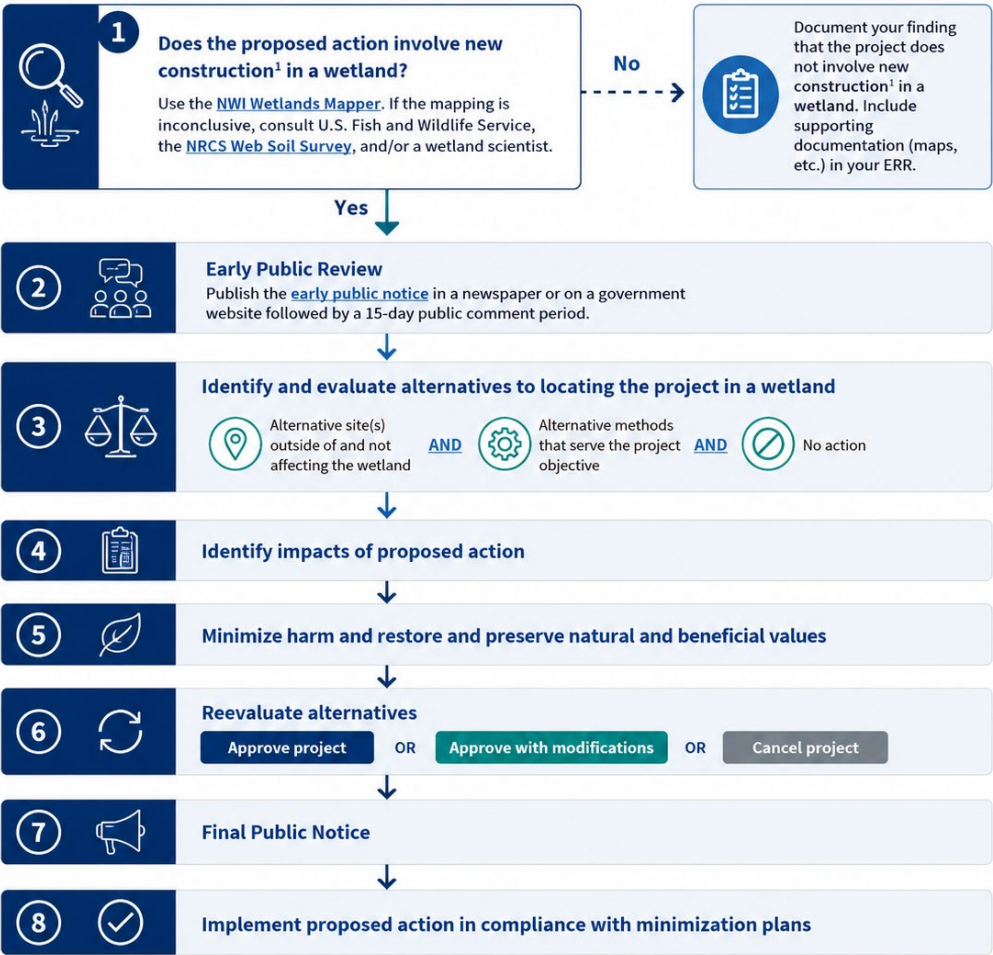
The ERR will be organized in a clear, easy-to-follow format, with discussion of each environmental resource and compliance requirement supported by maps, tables, and reference to the applicable laws, regulations, and HUD requirements. We will include copies of the supporting documentation as appendices/attachments, along with the signatures and approvals of the individual performing the review and the City's Certifying Officer. The record will also include correspondence with consulting agencies and Tribes, public notices, comments received, and any documentation of how those comments were resolved. Tetra Tech will track required agency and Tribal consultation and response periods and document instances where no response is received, providing a complete record of the City's compliance efforts.

Wetlands and Floodplain Compliance

Based on our current understanding, the project is anticipated to require HUD's eight-step wetlands analysis under 24 CFR Part 55. Impacts to the 100-year floodplain are not currently anticipated; however, if floodplain impacts are identified, Tetra Tech will coordinate the required floodplain analysis with the wetlands review, which is outlined on the following page in Exhibit 7. Tetra Tech will provide the required DEC certifications.

If one or more compliance factors cannot be adequately addressed through the initial review, Tetra Tech will coordinate with the City to determine whether special studies, additional consultation, or a different level of environment review is warranted. To the extent feasible at this stage of project development, the proposed action will also reflect applicable zoning and design-related permitting requirements, recognizing that the ERR will advance before detailed design is complete.

Exhibit 7. HUD 8-Step Decision Making Process for Wetlands Analysis



¹ "New construction" includes grading, clearing, draining, dredging, channelizing, filling, diking, impounding, and related activities for any structure or facilities including the siting of new manufactured housing units.

Mitigation Measures

Mitigation measures and conditions, also referred to as Conditions for Approval, may be required to comply with environmental laws or regulations or to reduce identified impacts and risks to an acceptable level. Identifying these measures is only one part of the process; they must also be clearly communicated to the broader project team so that their implications for planning, design, permitting, and construction are understood. Tetra Tech will coordinate identified mitigation requirements with the City and planning and design teams to confirm that proposed measures are feasible and can be incorporated as the project advances. Required mitigation measures and conditions will be clearly documented in the ERR, providing the City and subsequent project teams with a consistent record of commitments that must be carried forward through design and implementation.

Preparation of Public Notices

Anticipated notices include the early and final notices associated with the eight-step wetland analysis, public review of the Draft EA, and the Finding of No Significant Impact/Notice of Intent to Request Release of Funds (FONSI/NOIRROF). Each notice will identify how comments may be submitted and the applicable public comment period.

Following approval of the EA, Tetra Tech will coordinate with the City to publish the FONSI/NOIRROF online and in a local newspaper and distribute it to recipients on a City-approved distribution list. Our team will track the public review and comment periods required by HUD and applicable law and incorporate these timeframes into the overall project schedule. Because the Authority to Use Grant Funds cannot be issued until these periods are completed and any resulting comments have been addressed, we will account for these milestone from the outset rather than treating public notice as an administrative step at the end of the ERR.

Coordination with the City, State, HUD, and Regulatory Agencies

Successful environmental review depends on consistent coordination among the City, the project team, HUD, and the agencies responsible for individual environmental resources. Tetra Tech will establish that coordination early and maintain it throughout the Environmental Assessment, giving the City visibility into review status, upcoming decisions, agency responses, and issues that could affect the project schedule.

During project initiation, our senior environmental staff will meet with City management and program staff to confirm the proposed action, alternatives, project footprint, environmental review requirements, and anticipated agency coordination. We will also identify the appropriate roles of involved agencies – including cooperating, consulting, and reviewing agencies, as applicable – and establish the consultations and decisions needed to keep the EA moving forward. Our project management team will work closely with City staff throughout the process so that decisions are made with a clear understanding of the City's priorities, project constraints, and implementation schedule.

The EA will be conducted in accordance with NEPA and HUD's environmental regulations at 24 CFR Part 58, along with the related federal environmental laws and authorities applicable to the project. These may include Section 106 of the National Historic Preservation Act and associated State Historic Preservation Officer (SHPO) and Tribal consultation; Section 7 of the Endangered Species Act and coordination with the U.S. Fish and Wildlife Service; floodplain management under Executive Order 11988; wetlands protection under Executive Order 11990; and applicable historic preservation requirements coordinated through the Vermont Division for Historic Preservation.

Exhibit 8. Coordination Approach

EARLY COORDINATION KEEPS THE EA MOVING

We engage early, collaborate across agencies, and manage the process from start to finish—so your project stays on schedule and your documentation withstands review.



Tetra Tech will identify required consultations early and use available federal and Vermont-specific mapping, databases, and other screening resources to establish the potential presence or absence of sensitive resources. Where appropriate, we will engage agency representative early to resolve questions before they become schedule constraints. Our senior environmental staff can also participate in meetings with regulatory agencies when direct discussion will help clarify requirements, resolve an issue, or move a consultation toward completion.

Rather than relying on shortened regulatory review periods, our approach is to initiate required consultations early, provide agencies with complete information, and closely track responses, decisions, and outstanding actions. Agency correspondence, consultation records, previous coordination, and supporting environmental data will be incorporated into the EA and Environmental Review Record (ERR), creating a clear and defensible record for HUD and State review.

Throughout the assignment, Tetra Tech will also monitor relevant changes to federal requirements, HUD notices, and interagency guidance and work within the City's existing compliance and documentation framework wherever practical. This approach will help Montpelier maintain an organized environmental record that supports the current review and can be readily accessed as the project advances into design and implementation.

Revisions through Final Approval

Throughout each review cycle, our staff will maintain a comment log identifying the source of each comment,

Exhibit 9. EA Review Process



the proposed response or resolution, and resulting changes to the EA. This provides a transparent record of how comments were addressed and helps prevent issues from being lost between review cycles.

Tetra Tech will submit draft and final versions of the EA in formats appropriate for City review. If required by HUD, the completed environmental review will also be entered into the HUD Environmental Review Online System (HEROS). For projects of this complexity, we recommend conducting at least the City's initial review of the Draft EA in an accessible format such as Microsoft Word or PDF, where comments and revisions can be readily tracked and resolved. Tetra Tech will enter the environmental review into HEROS at the appropriate point in the process and as directed by the City.

Phase I Environmental Site Assessments

A Phase I Environmental Site Assessment (ESA) will be conducted for the subject property in Montpelier, Vermont, in general accordance with ASTM E1527-21, Standard Practice for Environmental Site Assessments: Phase I Environmental Site Assessment Process, and consistent with the requirements of the U.S. Environmental Protection Agency's All Appropriate Inquiries (AAI) rule. The objective of the assessment will be to identify Recognized Environmental Conditions (RECs) associated with the property that may indicate the presence or potential presence of hazardous substances or petroleum products resulting from a release, past release, or material threat of release to the environment.

The Phase I ESA will include a review of available historical, regulatory, and environmental records relevant to the subject property and surrounding area. Historical sources, such as aerial photographs, topographic maps,

city directories, and other reasonably ascertainable records, will be evaluated to identify prior land uses and activities that could represent potential environmental concerns. Federal and state regulatory database records will also be reviewed to identify documented releases, hazardous waste management activities, petroleum storage facilities, remediation sites, and other environmentally regulated properties in the site.

A site reconnaissance will be performed to evaluate current property conditions and identify visual indicators of potential environmental concerns. The reconnaissance will include observations of the subject property and adjoining properties, where accessible, for evidence of hazardous materials handling, petroleum storage, waste management activities, stressed vegetation, stained soils, fill materials, or other conditions that may be indicative of a release or threatened release of contaminants.

Interviews will be conducted, as appropriate and available, with property owners, site representatives, occupants, or other individuals knowledgeable about the property's history and operations. Information obtained through these interviews will be used to supplement the records review and site observations.

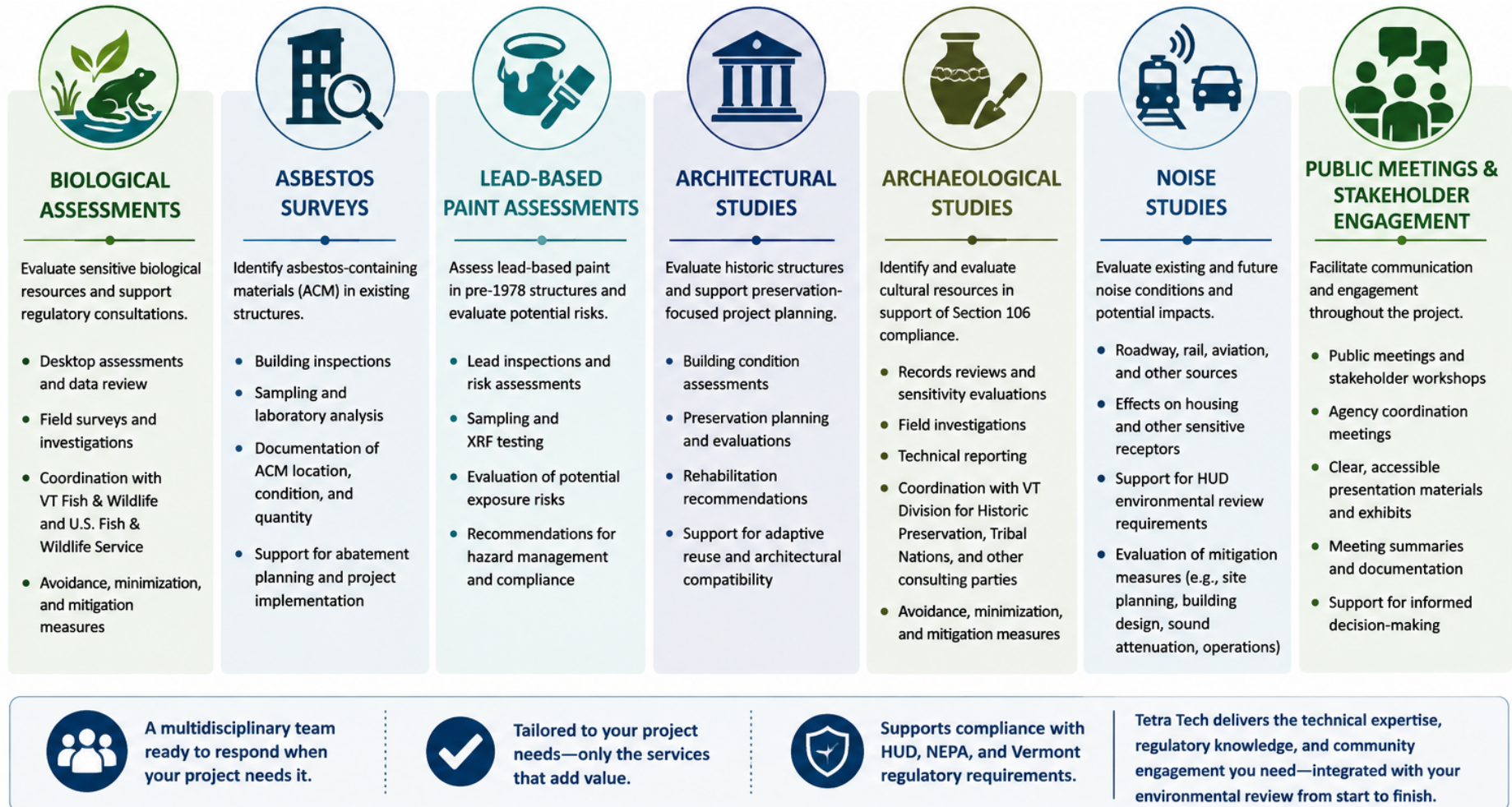
Following completion of the records review, interviews, and site reconnaissance, the information will be evaluated to determine the presence of any Recognized Environmental Conditions (RECs), Historical Recognized Environmental Conditions (HRECs), or Controlled Recognized Environmental Conditions (CRECs), as defined by ASTM E1527-21. Findings, conclusions, and recommendations will be documented in a Phase I ESA report. Should environmental conditions be identified that warrant further investigation, recommendations for additional assessment activities, such as a Phase II ESA involving environmental sampling and laboratory analysis, will be provided.

The final report will summarize the methods employed, information sources reviewed, site conditions observed, and conclusions reached regarding the environmental condition of the property and any potential liabilities associated with current or historical site activities. All results will be incorporated into the EA.

Special Studies and Additional Services

Tetra Tech's multidisciplinary team can provide or coordinate specialized studies and supplemental services as needs arise, giving the City ready access to technical expertise while maintaining continuity with the overall environmental review.

Exhibit 10. Special Studies and Additional Services



Project-Specific Considerations

While the CDBG funds are slated for the utility upgrades, the upgrades are part of (and enable) the housing development. **It is anticipated that the housing portion of the EA will therefore have to be assessed as if the housing was a HUD housing project.** These requirements will include assessment of impacts and risks to future residents (noise, contaminated materials, etc.), and the availability of services (transportation, health, shopping, etc.) for the residents.

While a great deal of environmental assessment of the project site has already been carried out, these do not include the area of the installation of utilities. Therefore, some additional studies and surveys may be required depending on the eventual design of the project.

Topic	Included Scope	Potential Additional Services
Wetlands	Evaluate wetlands identified through the National Wetlands Inventory (NWI) and applicable Vermont resources, including potential impacts associated with project alternatives. Complete the HUD 8-step wetlands analysis, as required.	Wetland delineation, if needed, will be provided by Vermont ANR.
Noise	Screen proposed housing for proximity to major roadways, railroads, and airports to determine whether further HUD noise evaluation is required.	Detailed noise study/mitigation analysis, if triggered by screening results.
Railroads	Evaluate impacts associated with utility installation, roadway elevation changes, and potential crossing improvements. Includes one coordination meeting with Washington County Railroad (WACR).	Additional WACR coordination for permits or approvals, if required.
State Highway Coordination	Evaluate impacts associated with work along East Montpelier Road and potential intersection improvements. Includes two VTrans coordination meetings and incorporation of review comments into the EA.	Additional analysis or coordination if VTrans becomes a cooperating agency or adopts the EA.
Phase I Environmental Site Assessment (ESA)	Perform a Phase I ESA for proposed housing, timed to remain valid through anticipated EA approval.	Phase I ESA update, if required due to schedule delays.
Cultural Resources	Incorporate cultural resource investigations, consultation results, and required mitigation measures into the EA.	Additional VDHP consultation meetings, if required.
Endangered Species	Prepare an effects determination, support informal USFWS consultation, and	Species-specific surveys or formal USFWS consultation, if required.

Topic	Included Scope	Potential Additional Services
	incorporate required mitigation measures into the EA.	
Prime Farmlands	Prepare the required NRCS consultation package, support consultation, and incorporate resulting requirements into the EA.	Additional analysis or coordination if required by NRCS consultation.



Coburn Bridge, East Montpelier, VT

Examples of Comparable HUD-funded Projects

The following projects demonstrate Tetra Tech's experience providing HUD Part 58 Environmental Review services for federally funded housing, infrastructure, and community development programs similar in scope and complexity to the City of Montpelier's improvement and extension of utilities and infrastructure. These projects highlight our successful preparation of EAs, including Tier I broad level EAs and Tier II site-specific environmental reviews, CESTs, and related environmental compliance documentation in accordance with 24 CFR Part 58 and other applicable federal environmental requirements. Each project was completed by members of our proposed team and reflects our ability to deliver timely, accurate, and compliant environmental review services that support successful project implementation.

New England Experience

Our team brings experience supporting communities throughout Vermont and the broader New England region. Additional details on our relevant regional experience are provided in the Firm Background and Relevant Experience section of this proposal.

Pasco County “Housing for a Better Future”

Project Name: Pasco County “Housing for a Better Future” (Subcontractor to IEM)

Contract Period: December 2025 – Ongoing

Key Staff: Elke Anne Malin (Project Manager), Kyle Bartelink (Environmental Scientist), Shelby McDowell (Environmental Scientist), Cliff Jarman, (SME), David Bienvnu (Environmental Scientist), Joelle Clark (Project Specialist)

Client Information: IEM International, Inc., Tim Lagudi, Director of Citizen Services, 917-940-2707, Tim.lagudi@iem.com

Description of Services Performed: The Pasco County “Housing for a Better Future” Initiative is the county’s long-term CDBG-DR housing recovery program created to help residents rebuild after severe hurricane impacts. It is funded through HUD’s CDBG-DR allocation and is designed to provide repair, reconstruction, replacement, and elevation services for homes that were damaged or destroyed. The program focuses on restoring safe, resilient housing for low- and moderate-income households, while ensuring full compliance with HUD’s environmental, financial, and programmatic requirements.

At its core, the initiative is a comprehensive housing recovery and mitigation program. It addresses storm-related structural damage, repetitive flooding, unsafe living conditions, and long-term resilience needs. Eligible homeowners receive assistance to repair or rebuild their homes to modern building standards, elevate structures in flood-prone areas, and incorporate mitigation measures that reduce future disaster risk. The program also prioritizes households with urgent needs, including elderly residents, people with disabilities, and families living in unsafe or unstable housing.

Because the initiative uses HUD funding, it requires strict adherence to 24 CFR Part 58 environmental review, including site-specific assessments, floodplain and coastal zone compliance, endangered species review,

historic preservation consultation, and mitigation planning. The program also includes extensive coordination with local permitting authorities, FEMA floodplain administrators, and state environmental agencies to ensure every project meets federal, state, and local regulations.

Under the leadership of Elke Anne Malin, the Tetra Tech Team is conducting site-specific assessments for each property, using a combination of field visits, GIS analysis, desktop environmental research, and review of homeowner application materials. We complete HUD's compliance checklists for 24 CFR 58.5 and 58.6, document all findings, and determine whether the project can proceed under the Tier I conditions or if it requires additional mitigation.

We prepare and manage Section 106 historic preservation consultation with the Florida SHPO when properties involve ground disturbance or are in archaeologically sensitive areas. We also coordinate with agencies such as the U.S. Fish and Wildlife Service for endangered species review, FEMA for floodplain compliance, and state environmental agencies for wetlands or contamination concerns. All correspondence, determinations, maps, photographs, and supporting documentation are compiled into the ERR for each home.

In practice, "Housing for a Better Future" is more than a construction program – it is a full recovery management system. It integrates case management, contractor oversight, environmental compliance, quality assurance, and long-term resilience planning. The goal is to help Pasco County residents return to safe, stable homes while reducing vulnerability to future storms and strengthening the county's overall disaster resilience.

Offeror's Role and Responsibilities: Tetra Tech is leading environmental reviews, hazard risk assessments (for lead, asbestos, and mold), clearances, damage assessments, milestone inspections, and related field and documentation services. We are overseeing the planning, execution, coordination, and quality control of HUD environmental reviews, ensuring that all 16 compliance factors, public notices, consultations, and ERR documentation are completed correctly for both Tier I conditions and Tier II documentation requirements. Tetra Tech coordinates with Pasco County and the prime Consultant (IEM) to oversee and manage program activities, schedules, and milestones, and address risks or issues promptly. We participate in regular coordination meetings and status updates to ensure alignment with HUD program goals and timelines.

Outcome or Deliverables Complete: To date, Tetra Tech has completed 384 environmental site inspections. We have also completed 309 Tier IIs and 57 Tier II Re-Evaluations. We have overseen 45 lead-based paint (LBP) risk assessments.



State of New Jersey

Project Name: Rebuild New Jersey, Project Recovery CDBG Program, DCA Homeowner Assistance Recovery Program (HARP), Small Rental Repair Program (SRRP), Smart Move Program

Contract Period: December 2023 – Present

Key Staff: Kyle Bartelink (Environmental Scientist), David Bienvenu (Site Inspections & QA/QC), Cliff Jarman (SME)

Client Information: Nicholas Smith-Herman, 609-930-1460, nicholas.smith-herman@dca.nj.gov

Description of Services Performed: Tetra Tech was chosen by the State of New Jersey to perform environmental reviews for applicants deemed eligible to participate in several programs described below. All of New Jersey's CDBG-DR housing programs operate under HUD's Part 58 environmental review framework, which requires Responsible Entities (REs) – in this case, the New Jersey Department of Community Affairs (DCA) and participating local governments – to ensure that every federally funded project complies with a wide range of environmental laws, executive orders, and HUD-specific authorities.

New Jersey's **Rebuild New Jersey** and **Project Recovery CDBG Program** form the backbone of the state's long-term disaster-recovery efforts following major storms. These programs use HUD CDBG-DR funds to help homeowners, renters, and communities rebuild safely and resiliently. Together, they support housing rehabilitation, reconstruction, mitigation, infrastructure repair, and community revitalization in storm-affected areas. The **Homeowner Assistance Recovery Program (HARP)** is one of the state's flagship CDBG-DR initiatives. It provides direct financial assistance to homeowners whose primary residences were damaged or destroyed. The **Small Rental Repair Program (SRRP)** focuses on restoring rental housing stock damaged by storms – particularly small, privately owned rental properties that serve low-income tenants. Environmental review focuses on lead-based paint, asbestos, contamination, historic preservation, and code compliance. The **Smart Move Program** is designed to expand affordable housing options for low- and moderate-income households by providing financial assistance for down-payment and closing costs.

Together, these programs form a coordinated recovery system that addresses the full spectrum of post-disaster housing needs – repair, reconstruction, rental stabilization, mitigation, and relocation. They reflect New Jersey's commitment to rebuilding stronger, safer, and more resilient communities while meeting HUD's requirements for equity, environmental compliance, and long-term sustainability.

Offeror's Role and Responsibilities: As applicants apply to these programs, Tetra Tech is assigned to perform all necessary Tier II environmental reviews, including scheduling and performing site inspections; project description development; SHPO, NJDEP, and USFWS coordination. NJ's geography and housing stock make Tier IIs more complex than in many states, given the following conditions: dense historic districts, high archaeological sensitivity, extensive coastal and flood-prone areas, older homes with asbestos, lead paint, and contamination risks, and complex state environmental permitting (NJDEP, CAFRA, wetlands, Section 7 ESA guideline changes pertaining to prevalent bat species, etc.).

Outcome or Deliverables Completed: To date, Tetra Tech has submitted 142 complete and approved Tier II reviews.



Puerto Rico Department of Housing (PRDOH)

Project Name: City Revitalization Program (CRP), ReGRow, and Home Repair, Reconstruction, or Relocation (R3), Blue Roof Repair, and Single-Family Mitigation Programs

Contract Period: 2022 – Ongoing

Key Staff: Elke Anne Malin (QAQC), Shelby McDowell (Environmental Scientist), Kyle Bartelink (Environmental Scientist), Cliff Jarman (SME), Joelle Clark (Project Support)

Client Information: Aldo Rivera Vazquez, 787-274-2527 Ext. 4306, aarivera@vivienda.pr.gov

Description of Services Performed: Tetra Tech supported PRDOH in implementing its CDBG-DR-funded Hurricane Maria Housing Recovery Program, a large-scale recovery initiative addressing an estimated \$60 billion in disaster-related damages across Puerto Rico. Tetra Tech provided environmental consulting and program support for several programs including the City Revitalization Program (CRP), REGROW, Home Repair, Reconstruction, or Relocation (R3), Blue Roof Repair, and Single-Family Mitigation Programs. For the City Revitalization Program (CRP), Tetra Tech is responsible for tasks associated with assisting municipalities (similar to counties in the United States) in a Program Manager role supporting disaster recovery projects selected by the 27 municipalities in Region 1, with the focus on supporting recovery efforts and helping to build resistance to future disasters. Tetra Tech assists with the Preparation of Environmental Review Records, agency consultations (including USFWS, PMZC, SHPO, NOAA, etc.) and follow up efforts upon submission. For the REGROW Program, EAs and CESTs were prepared for rural agricultural recovery project at individual farms across Puerto Rico. Tetra Tech's support for these programs included Site Inspections, Biological and Cultural surveys, and preparation of consultation packages and public notices for Client transmittal

6,000 properties assessed

\$8.5M in funding



For the Single-Family Rehabilitation, Reconstruction, and Relocation Programs Tetra Tech has conducted environmental reviews, site assessments, and compliance documentation for approximately 6,000 residential properties. The team mobilized and trained 17 inspection teams in less than one week, enabling program startup within seven days of notice to proceed. To accelerate recovery while minimizing homeowner burden, all environmental inspections were completed during a single site visit, maintaining a 100 percent incident-free safety record throughout the effort.

Tetra Tech prepared ERRs in accordance with 24 CFR Part 58, NEPA, and Puerto Rico environmental regulations, including Phase I Environmental Site Assessments, hazardous materials evaluations, and coordination with regulatory agencies to obtain required permits and environmental compliance approvals. Tetra Tech also performed reviews of ERRs submitted to PRDOH by the applicants for accuracy, completion, and compliance with HUD and NEPA requirements. To support high-volume program delivery, Tetra Tech implemented a technology-driven workflow with GIS-based environmental screening with a cloud-based review management system to evaluate compliance, identify environmental constraints, and streamline decision-making across thousands of geographically dispersed sites. The system facilitated rapid classification of review levels, while quickly identifying properties requiring additional investigation or mitigation. Tetra Tech further improved

program efficiency by refining historic preservation review procedures, integrating third-party data systems, and implementing targeted staff training and IT solutions. Through proactive risk management, continuous quality monitoring, and adaptive workflow management, the team minimized processing delays while maintaining full regulatory compliance.

Offeror's Role and Responsibilities: Tetra Tech served as the environmental consulting and program support contractor, performing environmental reviews, preparing Environmental Review Records, conducting environmental site assessments and hazardous materials evaluations, coordinating regulatory compliance, and implementing technology solutions to support high-volume environmental review processing.

Outcome or Deliverables Completed: Tetra Tech completed environmental reviews and compliance documentation for approximately 6,000 residential properties, mobilized operations within seven days of notice to proceed, maintained a 100 percent incident-free safety record, and delivered an efficient, technology-enabled environmental review process that accelerated housing recovery while ensuring full regulatory compliance.



North Carolina | Hurricane Matthew

Project Name: ReBuild NC Program, NC Office of Recovery and Resiliency (Subcontractor to IEM)

Contract Period: 2018 – 2020

Key Staff: Lauren Bahlinger (Environmental Scientist, IEM), Cliff Jarman (SME)

Client Information: IEM International, Inc., Tim Lagudi, Director of Citizen Services, 917-940-2707, Tim.lagudi@iem.com

Description of Services Performed: Served as the environmental review coordinator for environmental reviews prepared in support of the Rebuild NC: Single Family Housing Recovery Program (1-4 Units). The purpose of the Program was to assist residents in North Carolina whose single-family dwellings and small rental properties (1 to 4 units) were damaged or destroyed by Hurricane Matthew. The project provided adequate housing and support for these residents by repairing and/or reconstructing existing homes, relocating homeowners to a new location or constructing new structures in less flood-prone areas. Rental properties damaged by Hurricane Matthew were also eligible for repair or reconstruction under this program.

Offeror's Role and Responsibilities: Tetra Tech served as a subcontractor to IEM for preparing HUD ERRs for the North Carolina Office of Recovery and Resiliency. Tetra Tech prepared county-wide Tier I broad reviews for each of the 29 counties under the program's action plan. Each Tier I EA included individual documentation of consultation with the NC SHPO, USACE, floodplain managers, USFWS, National Marine Fisheries Service, NC Wildlife Resources Commission, Federal Aviation Administration and local airports, the NC DEQ Division of Coastal Management, National Park Service, NC Division of Parks and Recreation, NC Division of Air Quality, Natural Resources Conservation Service, and NC Department of Transportation. Early and Final Floodplain/Wetland notices were drafted and published as part of 8-step analyses.

Outcome or Deliverables Completed: The deliverables included 29 County-wide Tier I broad EAs, over 1,000 Tier II, 2 project-specific EAs, and 3 project-specific CESTs. Early and Final Floodplain/Wetland notices were drafted and published as part of 8-step analyses for each Tier I EA.



State of Louisiana Office of Community Development

Project Name: Restore Louisiana Homeowner Assistance Program – Environmental Reviews and Lead Inspection & Testing (Subcontractor to IEM)

Contract Period: May 2017 – Ongoing

Key Staff: Cliff Jarman (SME)

Client Information: Jeff Haley, Deputy Executive Director, 225-342-7000, jeff.haley@la.gov

Description of Services Performed: Tetra Tech serves as the lead environmental services firm supporting Louisiana's Restore Louisiana Homeowner Assistance Program, a statewide CDBG-DR initiative established following the historic 2016 floods. Under the \$1.6 billion HUD-funded housing recovery program, Tetra Tech provides environmental review and compliance services supporting the rehabilitation of more than 36,000 residential properties across 51 parishes. Services include Tier II environmental reviews, Section 106 historic preservation compliance, field site assessments, preparation of standardized ERRs, EAs for manufactured housing relocations, and lead-based paint risk assessments, clearance inspections, and laboratory testing for pre-1978 homes.

To support this high-volume recovery effort, Tetra Tech developed a streamlined Tier II environmental review process that standardized workflows, developed guidance and procedures, leveraged proprietary software, and significantly improved review efficiency while maintaining regulatory compliance. The approach enabled rapid processing of environmental reviews, reduced program costs, and ensured consistent quality across thousands of residential projects statewide.

Offeror's Role and Responsibilities: Tetra Tech serves as the lead environmental services firm, preparing EAs, Tier II environmental reviews, Section 106 compliance, lead inspection and testing, and environmental documentation while implementing innovative processes to support efficient, high-volume program delivery.

Outcome or Deliverables Completed: Tetra Tech has completed more than 26,500 Tier II environmental reviews, including 10,600 reviews within the first 60 days of the program, reduced the average cost per Tier II review by more than 50%, and completed over 6,000 lead-based paint risk assessments in support of Louisiana's statewide housing recovery effort. Tetra Tech prepared 11 project-specific EAs, including one EA to cover 21 Manufactured Housing Units and 3 project-specific CESTs.



Identification of Key Staff and Roles

Tetra Tech has assembled a dedicated project management team with extensive experience delivering HUD Part 58 Environmental Review services in support of CDBG programs. Our team is thoroughly familiar with the policies, procedures, and regulatory requirements associated with preparing compliant ERRs, coordinating agency consultations, and supporting Responsible Entities through every phase of the environmental review process.

As demonstrated throughout this proposal, our team has successfully planned, developed, and implemented HUD environmental review programs for communities across the country, including projects involving housing, infrastructure, mitigation, acquisition, rehabilitation, and public facilities. We have prepared EA level ERRs (including Tier I broad level ERRs), Tier II site-specific reviews, CESTs, and supporting environmental documentation for projects similar in complexity and regulatory requirements to the City of Montpelier's CDBG-funded projects. Our multidisciplinary staff includes specialists in environmental science, biology, wetlands, threatened and endangered species, historic preservation, regulatory compliance, and quality assurance, allowing us to efficiently complete environmental reviews while maintaining full compliance with HUD Part 58 and applicable federal environmental authorities.

Tetra Tech is committed to providing the City of Montpelier with an experienced Project Manager and a consistent technical team that will deliver organized, responsive, and timely environmental review services. Our senior management and technical advisors provide executive oversight, regulatory guidance, and quality assurance at critical project milestones, ensuring Environmental Review Records are complete, defensible, and submitted on schedule. Together, this experienced team will help the City efficiently complete its EA ERR and supporting documentation.

Team Depth

Our proposed team brings the expertise needed to support this engagement, backed by **350+** Tetra Tech employees across New England who can provide additional technical resources and specialized expertise as project needs evolve.



Elke Anne Malin, Project Manager

As Project Manager, Elke Anne Malin will lead all aspects of the City of Montpelier's HUD CDBG-DR Environmental Assessment Services program, providing overall project management, regulatory oversight, client coordination, and quality assurance. With more than 22 years of environmental planning and program management experience, including five years leading HUD Part 58 environmental review programs and more than 15 years supporting NEPA compliance, Ms. Malin has successfully managed

Environmental Assessments (EAs), CESTs, Tier I ERRs, and Tier II site-specific reviews for HUD-funded housing, infrastructure, and community development projects. She is experienced in guiding local governments through the environmental review process while ensuring compliance with 24 CFR Part 58 and applicable federal environmental authorities.

Ms. Malin routinely supports Responsible Entities by preparing defensible environmental documentation, coordinating with regulatory agencies, and developing consultation packages for the State Historic Preservation Office (SHPO), U.S. Fish and Wildlife Service (USFWS), U.S. Army Corps of Engineers (USACE), and

other resource agencies, as required. Her expertise includes integrating NEPA requirements within HUD's Part 58 framework, documenting compliance with 24 CFR 58.5 and 58.6, managing agency consultations, and preparing complete, audit-ready Environmental Review Records that support timely project implementation.

Prior to joining Tetra Tech, Ms. Malin began her environmental career at U.S. Environmental Protection Agency Headquarters, where she developed expertise in environmental policy, community involvement, and regulatory compliance. She later served as Senior Community Involvement Coordinator for the Lower Passaic River Restoration Project and Newark Bay Study, leading public outreach and authoring EPA's 2016 *Community Involvement Plan of the Year*. Throughout her career, she has authored or contributed to Environmental Assessments and Environmental Impact Statements for HUD, FEMA, the National Park Service, Bureau of Indian Affairs, General Services Administration, state environmental agencies, and other federal and state organizations.

For the City of Montpelier, Ms. Malin will ensure the successful preparation of the EA Environmental Review Record by providing proactive project management, maintaining close coordination with the City and regulatory agencies, overseeing technical quality, and delivering complete, compliant, and defensible environmental documentation that supports the City's CDBG application for funding.

Cliff Jarman, Subject Matter Expert

Mr. Cliff Jarman will serve as Tetra Tech's Subject Matter Expert, providing senior technical oversight for HUD Part 58 ERR preparation, regulatory compliance, and quality assurance. With more than 35 years of environmental planning and NEPA experience, Mr. Jarman has managed 11 Environmental Impact Statements (EISs), 18 EAs, served as Resource Author for an additional 16 EISs and more than 150 EAs, and performed QA/QC reviews for numerous NEPA documents.

Mr. Jarman has extensive experience supporting HUD CDBG programs nationwide, including preparation and review of 18 Tier I Environmental Assessments, 117 project EAs, and dozens of Tier II Environmental Review Records for housing, infrastructure, and community development projects. His experience includes developing HUD Part 58 guidance, Tier II review procedures, and compliance training while supporting projects in North Carolina, Florida, Texas, Louisiana, Puerto Rico, New York, New Jersey, South Carolina, Georgia, and California.

For the City of Montpelier, Mr. Jarman will provide senior technical review and regulatory guidance to ensure the EA and supporting documentation comply with 24 CFR Part 58 and applicable federal environmental authorities. He will advise the project team on complex environmental compliance issues, support agency consultation as needed, oversee quality assurance and quality control of the Environmental Review Record, and help ensure it is complete, defensible, and fully supports the City's Certifying Officer. His extensive experience with HUD environmental review programs and multidisciplinary NEPA compliance will help Tetra Tech deliver a timely, accurate, and audit-ready ERR for the City's CDBG funding.

Shelby McDowell, Environmental Scientist

As Environmental Scientist, Ms. Shelby McDowell will support preparation of the City's EA by conducting technical analyses, coordinating environmental compliance activities, and assisting with agency consultation and documentation. Ms. McDowell has nine years of experience as a lead biologist and seven years supporting NEPA compliance and HUD Part 58 environmental review programs. Her expertise includes EAs, Tier II

environmental reviews, endangered species evaluations, wetland assessments, ecological site characterization, and Environmental Review Record documentation for federally funded projects.

Ms. McDowell routinely assists Responsible Entities and subrecipients with preparing Environmental Assessments, Categorically Excluded Subject to §58.5 (CEST) reviews, and consultation packages for the State Historic Preservation Office (SHPO) in several states, U.S. Fish and Wildlife Service (USFWS), and U.S. Army Corps of Engineers (USACE). She has extensive experience performing QA/QC reviews of site-specific Tier II environmental checklists, supporting regulatory compliance under 24 CFR Part 58, and coordinating environmental documentation with federal, state, and local resource agencies.

Ms. McDowell also serves as a lead biologist supporting CDBG-funded environmental review programs throughout the United States, where she prepares threatened and endangered species evaluations, wetland analyses, biological assessments, and environmental compliance documentation while supervising technical staff and ensuring consistent application of HUD environmental requirements. Her experience with environmental screening, regulatory coordination, and quality assurance will help ensure the City of Montpelier receives complete, accurate, and defensible Environmental Review Records that support timely project implementation and full compliance with applicable federal environmental requirements.

Kyle Bartelink, Environmental Scientist

As Environmental Scientist, Mr. Kyle Bartelink will support preparation of the City's EA by conducting environmental analyses, coordinating regulatory compliance activities, and assisting with agency consultation and technical documentation. Mr. Bartelink holds a Bachelor of Science in Biology and is an EPA Certified Lead-Based Paint Risk Assessor with experience preparing HUD Part 58 environmental reviews, conducting biological and wetland evaluations, performing environmental data analysis, and supporting NEPA compliance for federally funded projects.

Mr. Bartelink has completed thousands of HUD-mandated Tier II Environmental Review Records supporting CDBG-funded housing, infrastructure, reconstruction, buyout, and mitigation programs throughout Florida, Texas, Puerto Rico, California, and New Jersey. His experience includes conducting endangered species and wetland reviews, developing mitigation measures, performing quality assurance and quality control (QA/QC), and coordinating with the U.S. Fish and Wildlife Service (USFWS), State Historic Preservation Offices (SHPOs), Tribal Preservation Offices (TPOs), U.S. Environmental Protection Agency (EPA), and local agencies to ensure compliance with applicable federal, state, and local environmental requirements.

Mr. Bartelink also supports Environmental Assessments for HUD-funded infrastructure projects, including stormwater, drainage, canal restoration, and utility improvements, while providing project coordination, environmental data management, and technical review throughout project delivery. His experience with environmental screening, regulatory coordination, mitigation planning, and QA/QC will help ensure the City of Montpelier receives complete, technically sound, and defensible Environmental Review Records that support timely project implementation and full compliance with HUD Part 58 and applicable environmental regulations.

Proposed Schedule and Anticipated Duration

The following schedule outlines Tetra Tech's anticipated path from project initiation through completion of the Environmental Assessment and required public review. The schedule accounts for key City reviews, agency coordination and consultation, environmental documentation, and public notice periods, with early coordination built in to help identify and address potential schedule constraints.

Exhibit 11. Environmental Assessment Schedule

Activity	Owner	Duration (Days)	Start Date*	End Date*
Project Initiation				
Project Kickoff Meeting	City & Tetra Tech	1	9/01/2026	9/02/2026
Prepare Project Description/Map	Tetra Tech	2	9/02/2026	9/04/2026
City Review & Approval of Project Description/Map	City	2	9/06/2026	9/08/2026
Consultations				
Develop List of Agencies and Contacts	Tetra Tech	2	09/06/26	9/08/2026
Create GIS exhibits for letters as needed	Tetra Tech	3	09/08/26	9/11/2026
Prepare consultation letters to Agencies/Tribes	Tetra Tech	4	09/08/26	9/12/2026
City Review	City	5	09/12/26	9/17/2026
Finalize and mail letters	City & Tetra Tech	5	09/17/26	9/22/2026
Agency responses	Agency	30	09/22/26	10/22/2026
Project Wetland/Floodplain Compliance (8-step Anticipated)				
Coordination with floodplain manager	City & Tetra Tech	5	09/17/26	9/22/2026
Step 2 - Prepare draft early notices and plans for publishing	Tetra Tech	7	09/17/26	9/24/2026
City Review	City	2	09/24/26	9/26/2026
Finalize/coordinate with City webpage/local papers to publish Early Notice & mail to agencies	Tetra Tech	4	09/28/26	10/02/2026
Public Comment Period (Required 15+1 calendar days)	Public	15	10/05/26	10/20/2026
Public comments received	Tetra Tech	1	10/23/26	10/24/2026
Draft Steps 3-6 of the 8-step wetland/floodplain management document - assumes no public/agency comments	Tetra Tech	20	09/29/26	10/19/2026
Prepare Final Notice	Tetra Tech	5	10/19/26	10/24/2026

Activity	Owner	Duration (Days)	Start Date*	End Date*
City Review	City	2	10/24/26	10/26/2026
Finalize/coordinate with City webpage/local papers to publish Final Notice & mail to agencies	Tetra Tech	3	10/26/26	10/29/2026
Prepare EA Drafts				
Prepare Draft EA	Tetra Tech	55	09/08/26	11/02/2026
Submit Draft EA and NOIRROF (internal Review)	Tetra Tech	1	11/03/26	11/05/2026
City Review	City	14	11/06/26	11/21/2026
Revise EA	Tetra Tech	11	11/22/26	12/03/2026
Coordinate with City webpage/local papers to publish Combined FONSI/NOIRROF notice	Tetra Tech	7	12/03/26	12/10/2026
Submit FONSI/NOIRROF Notice to website local paper and send to agencies	Tetra Tech	2	12/10/26	12/12/2026
Comment Period	Public	16	12/12/26	12/28/2026
Revise per public comments	Tetra Tech	10	12/28/26	1/07/2027
HUD issues Authority to Use Grant Funds	HUD	1	01/07/27	1/08/2027

**All scheduled dates are calendar days.*

In parallel with the broader Environmental Assessment, Tetra Tech will coordinate the Phase I Environmental Site Assessment (ESA) to support the City's HUD environmental compliance requirements. The following schedule highlights the anticipated Phase I activities and timing, including consideration of the assessment's required period of validity relative to the Authority to Use Grant Funds.

Exhibit 12. Phase 1 ESA Schedule

Activity	Owner	Duration*
Project Kickoff Meeting	City & Tetra Tech	1 day
Records Review and Environmental Database Review	Tetra Tech	2 weeks
Limited Coordination with VTDEC and Review of Available Agency Records	Tetra Tech	1 week
Site Reconnaissance	Tetra Tech	1-2 days
Data Evaluation and Identification of Environmental Conditions	Tetra Tech	1 week
Prepare Draft Phase I ESA Report	Tetra Tech	2 weeks
Submit Draft Report to City of Montpelier	Tetra Tech	1 day
City Review and Comment Period	City	2 weeks
Final Report Preparation and Submission	Tetra Tech	2-3 days

**Exact schedule is dependent upon coordination with EA schedule and weather.*

Cost Proposal

Exhibit 13. Cost Proposal

Description	Cost
ASTM Phase 1 ESA	\$4,620.00
Environmental Assessment	\$24,570.00
Total Cost	\$29,190.00

Assumptions

1. **Project Sponsor(s).** The City of Montpelier will assign a primary point of contact to serve as a project sponsor and address administrative and functional issues.
2. **Confidentiality Policies.** Tetra Tech shall use only pre-approved, designated personnel who have signed non-disclosure or confidentiality statements, if required. Tetra Tech will follow its documented internal procedures and protocols to protect confidential materials obtained from the City and its contractors. Tetra Tech established these internal procedures to meet requirements by federal, state, and local governments to ensure protection of critical infrastructure data.
3. **Access to Materials.** All documentation that is deemed pertinent to the completion of units should be made available to the project team for review in electronic format upon request. These materials may include but are not limited to operating policies/procedures, system documentation, design documents, contracts, and application-related documents.
4. **Access to Organization Personnel.** Availability of City of Montpelier representatives is critical to obtaining the information required for the overall success of this project. Information presented by subject matter experts will be relied upon and accepted as factual. No further confirmation will be made.
5. **Deliverables.** Tetra Tech will provide draft interim deliverables in electronic formats via e-mail or the system of record identified by the City of Montpelier. Tetra Tech will enter the EA into HUD's HEROS system upon direction.
6. **Work Location.** The Tetra Tech team will perform work off site at Tetra Tech offices and on site for required field work.
7. **Acceptance of Deliverables.** Draft deliverables will be submitted electronically. The City or comments must be provided within ten (10) working days. Upon incorporation of revisions to the draft deliverables and one final resubmission to the City, the deliverables will be considered accepted.
8. **Payment Plan Based on Units Expended.** The City will pay Tetra Tech for unit costs incurred. Tetra Tech shall provide the City an invoice monthly for services performed. Invoice payment terms are net 30 days.
9. **Additional Scope and Requests for Additional Assistance.** Tetra Tech will work with the City to determine costs for additional scope items requested in writing, as mutually agreed upon, which shall be memorialized in a written task order.
10. **Cost Estimates.** The cost estimates are based on Tetra Tech's current understanding of the project requirements and best estimates of level of effort required to perform the services and may be subject to change upon agreement between the City and Tetra Tech.
11. **Correspondence Timeline.** Requests made by Tetra Tech for information necessary to complete the environmental scope will be provided in a mutually agreed upon timeline. If requests are not fulfilled within

the agreed-upon timeframe, an extension and associated project cost increase may be requested. Delays related to a federal government shut down of regulatory agencies will result in delays of consulting agency approvals and overall schedule.

12. **HUD Program Requirements.** Tetra Tech's scope and estimated costs are based on providing services to meet the requirements published in the scope of the RFP and will follow available guidance from HUD (24 CFR Part 58). To the extent changes are made to the scope of work or HUD requirements, such changes may result in an increase or decrease to the level of effort required and associated project cost. To the extent such changes occur, Tetra Tech and the City will mutually agree on a new/revised scope of work and cost if required.
13. **Period of Performance.** The assumed period of performance is a one year time frame.
14. **Publication Costs.** Tetra Tech will invoice the City for any required environmental publication costs. These costs will be reimbursed at actual cost with no markup.
15. **Project Deliverables.** Tetra Tech will perform all deliverables identified in the pricing proposal. In the event this procurement results in multiple awards, Tetra Tech's pricing proposal assumes that the listed deliverables are awarded as a single, integrated scope of work and will not be separated or distributed among multiple awardees.

RESPONSE TO THE CITY OF MONTPELIER, VERMONT ENVIRONMENTAL ASSESSMENT SERVICES FOR A HUD CDBG-DR PROJECT

PREPARED FOR:

**Attn: Mike Miller, Director of Planning & Community Development
39 Main Street
Montpelier, VT 05602**

PREPARED BY:

NERIS LLC
165 Broadway, 23rd Floor
New York, New York 10006



August 20, 2026

To: Mike Miller, Director of Planning & Community Development
City of Montpelier
39 Main Street
Montpelier, VT 05602

From: NERIS LLC
165 Broadway, 23rd Floor
New York, NY 10006

Re: Environmental Assessment Services for a HUD CDBG-DR Project

Dear Members of the Selection Committee:

NERIS LLC (NERIS) is pleased to submit this proposal to provide Environmental Assessment services for the City of Montpelier's ("City") HUD Community Development Block Grant-Disaster Recovery project. NERIS will serve as the sole consultant and the City's primary contractual and technical contact.

NERIS understands that the assessment must cover the complete project: the City-owned 203 Country Club Road property and associated water, sewer, roadway, rail-crossing, sidewalk, bicycle, grading, and right-of-way improvements. The work must satisfy 24 CFR Part 58, NEPA, related federal laws and authorities, Vermont coordination requirements, public-notice obligations, and the process leading to environmental clearance and Authority to Use Grant Funds.

NERIS brings direct experience preparing HUD Environmental Assessments and Environmental Review Records for CDBG-DR housing and infrastructure programs. Representative work includes more than 30 Environmental Assessments and Categorical Exclusions for Resilient SRQ, more than 4,000 reviews for Rebuild Florida, Part 58 reviews for New York's Ida Homeowner Repair and Reimbursement Program, Phase I and II ESAs, wetlands and permitting, historic-resource consultation, contamination analysis, mitigation, notices, and agency coordination.

NERIS will manage and perform the environmental review, technical coordination, agency consultation, quality control, and final Environmental Review Record as one integrated assignment.

This proposal shall remain valid for 90 days from the submission deadline. Thank you for the opportunity to submit our qualifications. We look forward to supporting the City through a complete, defensible, and timely environmental clearance process.

Sincerely,



Kristine R. Sinkez
Chief Executive Officer
NERIS LLC
ksinkez@neris.nyc 347.366.1397

POINTS OF CONTACT

Authorized Signatory

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Alternate Authorized Signatory

Maria Iacovone
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1. Project Understanding and Local Needs

The City is advancing an integrated housing-enabling infrastructure project supported by HUD CDBG-DR and Northern Border Regional Commission funding. The infrastructure element includes new water and sewer service, improvements to the East Montpelier Road/Country Club Road intersection, work at two rail crossings, roadway regrading, a new sidewalk, an uphill bicycle lane, and preparation for possible future signalization. These improvements are necessary to support at least 24 low- and moderate-income housing units and future mixed-income housing at 203 Country Club Road.

Because the CDBG-DR benefit occurs at the Country Club Road property and the enabling work extends through the public right-of-way, the EA must evaluate both components as one aggregated project. The review must define the full project scope and maximum reasonably foreseeable impacts so that subsequent design refinements remain within the environmental clearance.

NERIS will begin with the City's existing technical record, including the adopted Actionable Plan, brownfield assessments, the 2022 archaeological resources assessment, wetland information, the approved Alternate 4a concept, and the 60-percent utility design. These documents provide an efficient starting point, but the EA must independently confirm the adequacy and currency of each source, identify data gaps, and complete the new Phase I ESA, Preliminary Review Form, DEC coordination, and other required studies and consultations.

Key environmental considerations include:

- Potential floodplain and Federal Flood Risk Management Standard implications, including the HUD 8-Step Process if required.
- Wetlands, surface waters, river-corridor considerations, disturbance limits, restoration measures, and Vermont DEC certifications.
- Archaeological and historic-resource coordination, including confirmation that identified sensitive areas will not be disturbed and completion of a new VDHP Preliminary Review Form.
- Threatened and endangered species, noise, air quality, contamination and toxic substances, transportation and rail interfaces, and other applicable Part 58 authorities.
- Integration of mitigation commitments into final plans, permits, bid documents, construction requirements, and the Environmental Review Record.

2. NERIS Overview and Qualifications

NERIS will serve as the sole consultant and will lead all environmental review activities, manage the schedule and deliverables, coordinate with the City, Vermont agencies, HUD and other regulators, and maintain the consolidated Environmental Review Record. The assignment will be managed through one firm, one work plan, and one quality-control process.

2.1. NERIS LLC

NERIS is a woman-owned small business founded in New York City that provides environmental compliance, NEPA and HUD environmental review, disaster-recovery, program-management, and permitting services nationwide. NERIS has supported federal, state, and local agencies implementing complex housing, infrastructure, transportation, water and wastewater, and resilience projects.

Environmental and HUD/CDBG services include:

- HUD Environmental Assessments, Categorical Exclusions, tiered reviews, and Environmental Review Records under 24 CFR Part 58.
- NEPA impact analysis, alternatives review, mitigation planning, public notices, and support through environmental clearance.
- Phase I ESAs consistent with ASTM E1527-21 and 40 CFR Part 312, Phase II investigations, contamination assessment, remediation oversight, and closure documentation.
- Wetland delineation, surface-water assessment, restoration planning, endangered-species review, and environmental permitting.
- Section 106 and State Historic Preservation Office coordination, GIS mapping, noise, floodplain/FFRMS, hazardous-materials, radon, lead, asbestos, and mold assessments.
- Agency consultation, document control, QA/QC, mitigation tracking, and monitoring-ready environmental files.

Certifications and Qualifications

- SBA Economically Disadvantaged Woman-Owned Small Business
- SBA Woman-Owned Small Business
- Woman-Owned Business Enterprise in multiple jurisdictions
- New York City Locally Owned Business Enterprise
- Nationwide environmental assessment and regulatory-coordination capability

2.2. Key Personnel

Kristine Sinkez - Project Lead / Environmental Principal

Kristine Sinkez is the founder and CEO of NERIS and has more than 20 years of experience in environmental compliance, HUD CDBG-DR programs, disaster recovery, resilience, permitting, grant

and program management, and construction administration. Before founding NERIS in 2015, she worked for URS Corporation, now AECOM, for nine years.

Kristine's environmental experience includes Environmental Assessments, Phase I ESAs, NEPA and 24 CFR Part 58 compliance, contaminated-site investigation and remediation, ecological and human-health risk assessment, wetlands and permitting, public-notice and agency coordination, mitigation tracking, and quality review of Environmental Review Records. She oversees NERIS's Resilient SRQ environmental work, including more than 30 EAs and Categorical Exclusions and hundreds of site-specific reviews for HUD-funded infrastructure, affordable housing, public-facility, and recovery projects.

Kelly Murray, CHMM, LEED AP – Sr. Environmental Regulatory Compliance Specialist

Kelly Murray is a Senior Environmental Compliance and Risk Management Specialist with over thirty-five (35) years of experience in environmental land use and environmental risk management consulting, primarily for commercial real estate, land acquisition, and commercial banking clients. Her practice includes environmental risk discovery and due diligence assessments, mergers and acquisitions support, Environmental Health and Safety (EHS) compliance, and regulatory agency coordination and negotiation. She is a recognized expert in the field of environmental due diligence, having assisted clients in the creation of environmental policies and procedures for acquisition activities, and delivered presentations and authored articles on effective environmental risk management practices associated with commercial real estate transactions. She offers further experience including, but not limited to:

- Nationwide / Multi-Site Environmental Compliance Audits
- Environmental Permitting and Reporting
- Regulatory Agency Negotiations
- Leadership in Energy & Environmental Design Practices / Sustainability
- Client, Regulatory Agency, and Government Administration Training

Ms. Murray is a skilled facilitator experienced in problem-solving, communicating goals, setting priorities, and delivering results with outstanding management, technical, operational, organizational, and communication skills.

Nicholas D'Armiento - Environmental Scientist / GIS Technician

Nicholas D'Armiento is an Environmental Scientist and GIS Technician with direct experience supporting HUD-funded disaster-recovery, residential-redevelopment, and public-infrastructure projects. His work includes preparing Environmental Assessments, Categorical Exclusions, Tier II Environmental Reviews, site-evaluation documentation, lead-based-paint reports, and GIS mapping in support of HUD and NEPA compliance. For Sarasota County's Resilient SRQ program, he has evaluated environmental conditions and potential risks associated with housing, infrastructure, public-facility, and multifamily affordable-housing projects. He also managed Tier II reviews for Hurricane Ida recovery projects, coordinated consultations with environmental and historic-preservation agencies,

and developed Environmental Assessments for municipal water-infrastructure projects in Galveston, Texas.

Mr. D'Armiento holds a B.S. in Environmental Science and a GIS Specialization Certificate. He will support environmental documentation, resource mapping, regulatory research, agency coordination, and preparation of the Environmental Review Record.

Nicholas Moctezuma - Environmental Scientist / GIS Technician

Nicholas Moctezuma is an Environmental Scientist and Field Technician experienced in HUD CDBG-DR environmental reviews, environmental due diligence, GIS analysis, hazardous-material assessments, and field investigations. He currently supports Sarasota County's Hurricane Ian recovery program, providing NEPA compliance services for housing, infrastructure, public-facility, affordable-housing, and workforce-development projects. His responsibilities include site inspections, existing-conditions documentation, GIS mapping, environmental impact analysis, and evaluation of wetlands, floodplains, hazardous materials, noise, radon, and other HUD compliance factors. He has also prepared map sets for Rebuild Florida Tier II Environmental Review Records and drafted Phase I Environmental Site Assessments for residential, commercial, and institutional clients. His broader experience includes groundwater, soil, and sediment sampling; permit-compliance oversight; investigation-derived-waste management; and hazardous-material surveys. Mr. Moctezuma holds a B.S. in Environmental Geography and training in wetland delineation, HAZWOPER, lead-risk assessment, and asbestos inspection.

Additional In-House Technical Specialists

NERIS has an in-house historian and biologist available to provide specialized support throughout the assignment. The historian will support historic-property and cultural-resource review, Area of Potential Effects documentation, and Section 106 and Vermont Division for Historic Preservation coordination. The biologist will support natural-resource screening, threatened and endangered species review, IPaC documentation, species-effect determinations, and related agency coordination. These specialists will work under the direction of the Project Lead and will be assigned based on the findings of the desktop review and site visit.

3. Technical Approach

NERIS will manage the EA from initiation through final acceptance and clearance. Our approach combines early project definition, targeted field and desktop review, disciplined agency coordination, and continuous QA/QC so that issues are resolved while the review is being prepared rather than after submission.

3.1. Mobilization and Data-Gap Review

NERIS will conduct a kickoff meeting to confirm the Responsible Entity, review path, decision authority, project schedule, agency contacts, document-management procedures, and available technical information. A site visit will be performed within two weeks following the kickoff meeting.

NERIS will also complete an initial desktop applicability review of the project area. This review will identify the environmental resources and regulatory requirements that may be affected by the project and document the basis for screening out resources or authorities that do not require further analysis. This focused screening will allow the Team to concentrate subsequent field review, agency consultation, and technical documentation on the resources applicable to the project.

3.2. Project Description and Aggregation

NERIS will prepare a complete project description covering the 203 Country Club Road property and all connected infrastructure and right-of-way work. Define the project limits, funding sources, current design, reasonably foreseeable activities, construction methods and disturbance areas so the EA evaluates the full action and avoids segmentation.

3.3. Existing Conditions and Site Reconnaissance

Within two weeks following the kickoff meeting, NERIS will conduct a site visit covering the 203 Country Club Road property and associated infrastructure and right-of-way improvements. The Team will document existing conditions, potential environmental constraints, areas of ground disturbance, wetland and surface-water features, potential contamination, historic or archaeological concerns, rail and roadway interfaces, adjoining land uses, and other conditions relevant to the environmental review.

Site observations and photographs will be evaluated together with the Actionable Plan, concept and 60-percent design documents, previous brownfield and environmental reports, archaeological and wetland information, GIS mapping, public records, and prior agency consultation. The results will be used to confirm the desktop screening, identify remaining data gaps, and define the technical analysis required for the Environmental Assessment.

3.4. New Phase I Environmental Site Assessment

NERIS will complete a new Phase I Environmental Site Assessment (ESA) for 203 Country Club Road in accordance with EPA's Standards and Practices for All Appropriate Inquiries (40 CFR Part 312) and ASTM E1527-21. The assessment will address hazardous substances within the scope of CERCLA and petroleum products and will be performed under the supervision of an Environmental Professional as defined by 40 CFR 312.10. The Phase I ESA will identify and evaluate recognized environmental conditions (RECs), controlled RECs, historical RECs, de minimis conditions, business environmental risks, vapor encroachment concerns, and material data gaps. NERIS will document the basis for its findings while recognizing that qualification for any CERCLA landowner liability protection also depends on User obligations outside the Environmental Professional's scope.

Records Review and Physical Setting

NERIS will review reasonably ascertainable historical and regulatory sources, including aerial photographs, topographic and fire-insurance maps when available, city directories, federal and Vermont environmental databases, local building, planning, zoning and fire-department records, storage-tank and spill information, and other relevant agency records. The review will also consider geology, hydrogeology, soils, wetlands and floodplain information to understand potential contaminant migration. Existing Phase I and Phase II reports, brownfield studies, remediation records and other information provided by the City will be evaluated for continued relevance. Consistent with ASTM E1527-21, the City or other designated User will provide the results of its search for recorded environmental liens and activity and use limitations, unless NERIS is separately authorized to arrange that service through a qualified title professional.

Interviews and Site Reconnaissance

NERIS will issue the ASTM User Questionnaire and interview knowledgeable current and former owners, operators or occupants, as reasonably available. When needed, NERIS will consult Vermont and local officials or submit records requests to clarify permits, releases, enforcement history, hazardous-material use or storage, and prior response actions. A visual inspection of the subject property and readily observable adjoining properties will document current uses, surface conditions, storage tanks and containers, waste-handling areas, drains and sumps, stained soil or pavement, transformers, wells, stressed vegetation, evidence of fill or dumping, and other indicators of a release or material environmental concern. Potential asbestos, lead-based paint, radon, wetlands, ecological resources and other ASTM non-scope conditions will be addressed through the broader HUD environmental review when applicable, but will not be represented as part of the ASTM Phase I scope unless specifically authorized.

Phase I Reporting and Recommendations

The Phase I ESA report will summarize the property's historical development and use, regulatory and interview findings, site observations, physical-setting data, identified RECs and related ASTM classifications, vapor considerations, data gaps, limitations, Environmental Professional opinions, and

recommendations. The report will integrate applicable findings from prior investigations and clearly distinguish conditions that have been resolved, remain subject to controls, or warrant additional evaluation. Relevant conclusions and mitigation needs will be carried into the HUD Environmental Assessment and Environmental Review Record.

Potential Phase II Investigation (If Warranted)

Phase II investigation is not included as an automatic base-scope task. If the Phase I ESA identifies a REC, vapor concern or material data gap requiring intrusive evaluation, NERIS will prepare a site-specific investigation approach, schedule and cost for the City's review and separate authorization. Any authorized Phase II ESA will generally follow ASTM E1903-19 and applicable Vermont Department of Environmental Conservation requirements. The work plan will use a conceptual site model to define suspected source areas, migration pathways, receptors, sampling locations and contaminants of concern; may include soil, groundwater, soil-vapor, surface-water, sediment or building-material sampling; and will include a site-specific health and safety plan, appropriate laboratory QA/QC and management of investigation-derived waste. Results will be compared with applicable Vermont standards and documented with methods, figures, boring or well records, analytical results, conclusions, and recommendations for additional investigation, regulatory coordination, remediation or risk management, as warranted.

3.5. Federal Laws, Authorities and Vermont Coordination

NERIS will prepare the applicable HUD compliance documentation for floodplain management and the Federal Flood Risk Management Standard, wetlands and surface waters, historic and archaeological resources, threatened and endangered species, noise, contamination and toxic substances, air quality, airport and coastal considerations, sole-source aquifers, farmland protection, wild and scenic rivers, environmental justice, and other federal laws and authorities triggered by the project.

Beginning at mobilization, NERIS will coordinate directly with the City, Vermont Department of Environmental Conservation, Vermont Agency of Natural Resources, Vermont Division for Historic Preservation, and other applicable federal, state, and local agencies. NERIS will use Vermont's Permit Navigator to screen the complete project for potential Agency of Natural Resources, Act 250, and related state and local permitting requirements. The results will be documented in a permit and consultation matrix identifying each potential authorization, responsible agency, required supporting information, anticipated review period, public-notice requirements, and relationship to the HUD environmental-clearance schedule.

NERIS will confirm the applicable Vermont Environmental Notice Bulletin classification for each required permit or authorization. This will include determining whether any activity is subject to Type 1 procedures for applicable federal individual or general permits under the Clean Air and Clean Water Acts, Type 2 procedures for state individual permits, or another applicable notice category. Required notice, comment, public-meeting, decision, and appeal periods will be incorporated into the project schedule and Environmental Review Record. NERIS will verify these requirements directly with

Vermont DEC rather than assuming that classifications or procedures used in other states apply in Vermont.

NERIS will review the 2022 Archaeological Resources Assessment and confirm whether the current project limits, including temporary access, staging, laydown, and other disturbance areas, avoid the previously identified archaeologically sensitive areas. Based on this review, NERIS will prepare and submit a new Vermont Division for Historic Preservation Preliminary Review Form with the project description, Area of Potential Effects, site plans, maps, photographs, prior archaeological findings, and other supporting documentation required by VDHP. NERIS will coordinate with VDHP, respond to comments or requests for clarification, revise the submission as necessary, and support completion and signature of the PRF for inclusion in the Environmental Review Record. If the project design affects a previously identified sensitive area or VDHP requires additional archaeological investigation, NERIS will notify the City and submit a separate scope and fee for approval before commencing the additional work.

3.6. Floodplain and Wetland Decision-Making

NERIS will review the existing wetland assessments, surface-water and river-corridor information, available Vermont Agency of Natural Resources mapping, prior environmental studies, and current design documents. During the site visit, NERIS will visually confirm observable conditions relevant to the Environmental Assessment. This site review is not intended to constitute a new formal wetland delineation unless separately authorized.

3.7. NEPA Impact Analysis and HUD Environmental Assessment Documentation

NERIS will prepare the NEPA impact analysis and documentation required for the HUD Environmental Assessment under 24 CFR Part 58, including purpose and need, the proposed action and alternatives, affected environment, potential direct, indirect and cumulative impacts, environmental justice and community effects where applicable, mitigation measures, and the basis for a Finding of No Significant Impact or other environmental determination.

3.8. Mitigation and Permit Integration

NERIS will develop a mitigation and compliance matrix identifying each commitment, regulatory source, responsible party, implementation stage, verification document and closeout requirement. Coordinate the measures with the final design and permitting process so the commitments can be carried into plans, specifications, construction controls and monitoring records.

3.9. Draft Review, Agency Comments and Final EA

NERIS will submit a coordinated draft EA and supporting record for City review. Resolve consolidated comments, support coordination with the State of Vermont administering agency, HUD and regulatory agencies, and revise the EA and supporting documentation through final acceptance. NERIS will apply

independent QA/QC for factual accuracy, regulatory completeness, source documentation and consistency across the project description, technical studies and mitigation measures.

3.10. Public Notices, Release of Funds and Clearance

NERIS will prepare the required public notices, support distribution and publication, maintain the public-comment record, and assist the City with responses. Following completion of the applicable notice periods, prepare the Request for Release of Funds and Certification package and support the City through the objection period and issuance of Authority to Use Grant Funds.

3.11. Environmental Review Record and Final Deliverables

NERIS will maintain a complete, indexed Environmental Review Record throughout the assignment. Final deliverables will include the EA and finding, statutory and technical support, Phase I ESA, consultation records, permits and certifications available at the time of clearance, public notices and comments, mitigation matrix, RROF documentation, responses to agency/HUD comments, and final clearance documentation.

4. Proposed Schedule and Anticipated Duration

NERIS is available to begin on August 31, 2026. Based on the information currently available, NERIS anticipates completing the EA and supporting the City through environmental clearance in approximately 24 weeks. Agency review time, public-notice periods, the HUD 8-Step Process, seasonal field limitations, or the need for supplemental subsurface investigation may affect the final duration.

Phase	Anticipated Timing	Primary Activities / Deliverables
1. Initiation	Week 1	Kickoff; project definition; document inventory; data request; consultation and decision log
2. Existing conditions and field review	Weeks 1-4	Desktop review; site reconnaissance; mapping; data-gap confirmation
3. Technical studies and consultation	Weeks 2-10	Phase I ESA; floodplain/wetlands; VDHP/Section 106; species; noise; contamination; agency coordination
4. Draft EA	Weeks 10-14	Impact and alternatives analysis; mitigation matrix; draft EA and supporting record
5. Review and final EA	Weeks 14-20	City/State/HUD review; comment resolution; final EA and finding
6. Notices and release of funds	Weeks 21-24	Public notices; comment period; RROF/Certification; objection period; support through ATUGF

The schedule will be refined at kickoff and maintained as a live coordination tool. NERIS will promptly identify decisions or information needed from the City and will provide recovery actions if an external review or technical issue affects a milestone.

5. Relevant NERIS Experience

The projects below provide the strongest evidence of NERIS's experience with HUD CDBG-DR environmental review, full Environmental Assessments, Part 58 compliance, Phase I/II ESAs, wetlands, contamination, public infrastructure, mitigation, and agency coordination. Additional examples and supporting information are available upon request.

Resilient SRQ - CDBG-DR NEPA Compliance

Client: Sarasota County / GrantWorks
Location: Sarasota County, Florida
Period: March 2024-Present
Program Funding: \$411 million
Funding Source: HUD CDBG-DR

NERIS provides NEPA and HUD environmental compliance for housing, municipal infrastructure, affordable housing, public-facility and workforce-development projects funded following Hurricanes Ian, Debby, Milton and Helene. To date, the work includes more than 300 Tier II reviews, 10 Categorical Exclusions and 22 Environmental Assessments for projects such as drainage improvements, replacement of water-control structures, dredging, new affordable housing and community facilities.

Services include review and revision of the Broad Review; GIS mapping; site visits and photo documentation; existing-conditions and alternatives review; floodplain, wetlands, hazardous-materials, noise, FFRMS, radon and other compliance analyses; mitigation; and preparation of supporting Environmental Review Records. This is NERIS's closest comparable assignment because it combines HUD CDBG-DR, full EAs, infrastructure, housing, flood risk, multiple agencies and project-specific mitigation.

Reference: Ken Pevovar, Senior Vice President of Program Management, GrantWorks | 732-740-7493 | ken@grantworks.net

Rebuild Florida Housing Repair and Replacement - NEPA Compliance

Client: Florida Department of Economic Opportunity
Location: Statewide, Florida
Period: March 2019-July 2024
Program Funding: \$616 million
NERIS Value: \$2.6 million
Funding Source: HUD CDBG-DR

NERIS team members worked directly with the State Environmental Manager to establish the Environmental Review Record process, identify knowledge gaps, develop a four-part NEPA training program, and complete more than 4,000 ERRs, including Categorical Exclusions, Environmental Assessments and Phase I environmental assessments for housing repair and reconstruction activities.

Each review included ArcGIS mapping; federal and state contamination-database research; evaluation of Superfund, brownfield, petroleum and waste-cleanup sites; State Historic Preservation Office consultation by qualified historians; and review of wetlands, endangered species, coastal-zone and other environmental constraints. The assignment demonstrates NERIS's ability to deliver high-volume HUD reviews while maintaining defensible documentation, consistent QA/QC and direct state-agency coordination.

Ida Homeowner Repair and Reimbursement - Environmental Compliance

Client: New York State Housing Trust Fund Corporation / Homes and Community Renewal
Location: New York State
Period: April 2025-Present
Program Value: \$68.2 million
Funding Source: HUD CDBG-DR

NERIS completes initial site-eligibility checklists and site-specific Tier II reviews demonstrating compliance with 24 CFR 58.5 and 58.6. Work includes environmental database review, GIS mapping, site visits, cultural-resource coordination, wetlands evaluation and delineation, threatened and endangered species review, lead/asbestos/mold/radon assessments, mitigation development, response to reviewer comments, and closeout documentation.

The work requires close coordination with the State environmental unit and nonprofit subrecipients and demonstrates NERIS's ability to convert technical field and desktop information into complete, review-ready HUD environmental packages.

Reference: Desione Arrindell, Manager of Hurricane Ida Recovery Programs, NYS Homes & Community Renewal | 929-625-4417 | desione.arrindell@hcr.ny.gov

Victory Boulevard Pump Station Force Main - Wetlands and Permitting

Client: New York City Department of Environmental Protection / TYLin
Location: Staten Island, New York
Period: November 2024-Present
Project Value: \$18.58 million

As the lead environmental-compliance firm, NERIS delineated approximately 5,000 linear feet of wetland limits and disturbance areas for emergency force-main work, flagged and GPS-located the boundary, prepared photo documentation and site-restoration plans, coordinated agency site visits, and secured joint USACE/NYSDEC/NYSDOS permits and a Jurisdictional Determination without delay.

This project demonstrates the practical wetland, surface-water, restoration, permitting and utility-corridor coordination capabilities directly relevant to the Country Club Road infrastructure work.

Reference: Magdalena Gasior, Project Manager, TYLin | 212-693-9553 | magdalena.gasior@tylin.com

MTA Broadway Junction ADA Upgrades - Environmental Management

Client: Metropolitan Transportation Authority / AtkinsRealis and ECCO III
Location: Brooklyn, New York
Period: January 2024-Present
Project Value: \$500 million

NERIS prepares environmental management, emergency-response and waste-management plans; anticipatory boring programs and sampling; data-interpretation reports; a DEP Phase II Site Investigation Plan; remedial-action oversight; endpoint sampling; daily reporting; and closure documentation. The work supports environmental-quality review and construction in a complex transportation setting.

The project demonstrates NERIS's ability to manage contamination and subsurface-investigation risk, coordinate investigation results with design and construction, and document remediation and closure requirements.

Reference: Hugh Harrington, Senior Project Manager, AtkinsRealis |
Hugh.Harrington@atkinsrealis.com

6. Capability and Availability

NERIS has the staff, experience and capacity to begin work on August 31, 2026 and to maintain the level of effort needed for the compressed environmental-review schedule. Kristine Sinkez will provide executive oversight and environmental QA/QC. The Environmental Project Manager will manage day-to-day coordination, schedule, document control and deliverable integration. NERIS environmental specialists will provide targeted support for field review, consultation, GIS, wetlands, cultural resources, and contamination as required.

NERIS will provide reliable Vermont coverage through direct coordination with the City and applicable federal, state, and local agencies, as described in Section 3.5. The Project Manager will maintain regular communication with City staff and promptly identify decisions, information, or local coordination needed to maintain the schedule.

NERIS will use a shared schedule, action log, consultation tracker, mitigation matrix and document-management system. Deliverables will receive technical review and independent quality review before submission. This structure supports timely decisions, consistent communication, and a complete record that can withstand State, HUD, public and monitoring review.

7. Cost Proposal

NERIS proposes a total base lump-sum fee of **\$23,500**, allocated as follows:

Environmental Assessment Services: \$20,000

The Environmental Assessment fee includes the services described in this proposal, including project mobilization and travel for the site visit, desktop environmental-resource screening, NEPA impact analysis and documentation, historic and archaeological review, consultation with the Vermont Division for Historic Preservation in its capacity as the State Historic Preservation Office, and U.S. Fish and Wildlife Service Information for Planning and Consultation review and documentation where the available information supports a No Effect determination.

Exclusions

If the IPaC review or agency consultation indicates that species determinations, bat determination keys, additional field surveys, or other natural-resource studies are required, NERIS will prepare a separate lump-sum fee for the City's review and written approval before commencing the additional work.

Phase I Environmental Site Assessment: \$3,500

The Phase I ESA fee includes completion of the assessment for 203 Country Club Road in accordance with ASTM E1527-21 and EPA All Appropriate Inquiries requirements, as described in Section 3.4. Intrusive Phase II investigation, laboratory analysis, remediation planning, and other services resulting from identified recognized environmental conditions are not included in the base fee. If additional investigation is warranted, NERIS will submit a separate scope and lump-sum fee for the City's approval before proceeding.

Exclusions

Intrusive Phase II investigation, laboratory analysis, remediation planning, and other services resulting from identified recognized environmental conditions are not included in the base fee. If additional investigation is warranted, NERIS will submit a separate scope and lump-sum fee for the City's written approval before proceeding.

Appendix A – NERIS Project Resumes

NERIS LLC (NERIS) is a Small, Woman-Owned, Disadvantaged Business Enterprise with over 15 years of experience.

We are a diverse team committed to building resilient communities through the development and implementation of sustainable practices and solutions. We strive to build trust among our clients and constituents, while focusing on work that mitigates climate change impacts and increases resilience.

NERIS means flow. In psychology, the “Flow State” is characterized by intrinsic motivation enabling us to focus effortlessly on a task, leading us to not only achieve more but to derive happiness from the process. At NERIS, we want our team, clients, and communities to be able to tap into their passion, experience flow, and achieve meaningful happiness and success.



SUSTAINABLE

Buildings contribute 40% of annual GHG emissions. NERIS provides sustainable solutions through building code compliance analysis and permitting for renovations and new construction in compliance with local Energy Code requirements, LEED Certification, and EnergyStar. Recent studies indicate implementation of existing energy efficiency strategies can reduce energy use and GHG emissions 50% by 2050.



RESILIENT

Climate change is increasing the frequency and severity of extreme weather events. NERIS facilitates the building of resilient communities through FEMA and HUD Program and Grant Management and Environmental Compliance services. Elevation of buildings and utilities, infrastructure hardening, and drainage improvements reduce the damage these communities will face during future weather events.



TRUSTED

Neris is proud to be a trusted community partner not only in Disaster Response but through initiatives to improve day-to-day quality of life for all residents. Affordable Housing, Schools, Recreation Centers, Libraries, safe, reliable, and affordable Public Transportation and Water/Wastewater facilities are at the heart of all sustainable resilient communities.

OUR SERVICES

Disaster Recovery
Permit Expediting

Environmental Program
Management

Grant Administration-
Additional Services

OUR CERTIFICATIONS

Certified Small Business Administration (SBA) Section 8(a) > Certified SBA Section 8(a) Woman Owned Small Business (WOSB) > Certified SBA Section 8(a) Economically Disadvantaged Woman Owned Small Business (EDWOSB)

Certified General Services Administration (GSA) Small Business

Certified Woman-Owned Business Enterprise (WBE): New York City, Nassau County, Suffolk County, Dormitory Authority of the State of New York (DASNY), New York State, Port Authority NY/NJ, New Jersey, Florida, North Carolina, Texas

Certified Disadvantaged Business Enterprise (DBE): NY Metropolitan Transit Authority (MTA), NJ Transit, New Orleans Regional Transit Authority, Arizona, Connecticut, Georgia, North Carolina, Texas

Certified Locally-Owned Business Enterprise (LBE): New York City

Pre-qualifications: NYC School Construction Authority (SCA), Colorado DOT, Georgia DOT, North Carolina DOT, Texas DOT

Corporate Data

NAICS Codes

- 541370 for GIS Base Mapping services
- 541620 Environmental Consulting Services
- 541690 Other Scientific And Technical Consulting Services
- 541990 All Other Professional, Scientific, And Technical Services
- 541611 Administrative Management And General Management Consulting Services
- 541618 Other Management Consulting Services

Products and Service Codes

- F999 Other Environmental Services

Differentiators

- Sustainable
- Resilient
- Trusted
- Proactive
- Adaptive

Certifications

- EDWOSB
- WOSB
- GSA
- DBE
- WBE
- DASNY WBE
- NYCSBS LBE
- NYCSCA

Contact

Kristine Sinkez, President
718.935.1400/347.366.1397
ksinkez@neris.nyc



NERIS

PLANNING AND
COMPLIANCE

Capabilities Narrative

NERIS is a certified WBE/DBE firm and an industry leader in delivering solutions that create sustainable and resilient communities while building trust among customers and constituents.

Our roots are in the greater New York region, where we have amassed years of expertise expediting permits, managing grants, overseeing environmental compliance, and managing the delivery of infrastructure on one of the world's largest stages. Today, NERIS operates throughout the U.S., with clients and staff supporting some of the world's most significant and complex programs and projects.

The NERIS team leverages its decades of experience to help clients develop tailored solutions that address challenges or needs, streamline necessary permits and approvals to move projects forward, maintain environmental and regulatory compliance, and ensure the health and vibrancy of the program, project, or community the firm serves.

Core Competencies

Professional Services

Program / Project Management
Grants/Financing
National Environmental Policy Act
Phase I/II Environmental Site
Assessment
Lead Risk Assessment
Asbestos Inspection
Wetland Delineation
Code/Zoning Compliance
Design Approval
Construction/Environmental Permitting
Construction Management
Staff Augmentation

Consulting

Disaster Recovery
Environmental Compliance
Due Diligence and Reporting

Past Performance

- ReBuild Florida - IEM
- Port Authority TAA for Airport Upgrades and Expansions – Confidential Clients
- FEMA Temp Hospitals - AECOM
- Centers of Excellence – Gilbane Building Company

115 Broadway, 5th Floor
New York, New York 10006

www.neris.nyc (718) 935-1400

PROJECT

Grant Management for FEMA Public Assistance - COVID-19 Temporary Hospitals and Testing Centers

Provided guidance to the Construction Manager for the collection of field documentation to support Pay Requests for FEMA Reimbursement of eligible expenses.

HIGHLIGHTS

- » Grant Application Preparation
- » Procurement Compliance
- » Contract Review
- » Risk Assessment
- » Implementation Planning

LOCATION: New York City – Bronx, Manhattan, and Queens

CLIENT: NYC Department of Design and Construction

PROGRAM COST: \$110M

DATES: April 2020 - October 2020

PROJECT BRIEF

COVID-19 is an upper respiratory virus that first emerged in Wuhan, China in December 2019. Despite attempts to contain the virus, the virus spread world-wide within a matter of weeks. On March 1, 2020, New York City reported its first confirmed COVID-19 case in Manhattan. New York City raced to increase existing hospital and Intensive Care Unit (ICU) capacity and secure critical medical equipment, staffing, and Personal Protective Equipment among other necessary resources.

The number of confirmed COVID-19 cases peaked in early April and were in steady decline until October. New York City began reopening in early June. In order to ensure safe continuous reopening, testing, contact tracing, and isolation of infected persons are critical to preventing an increase in infection rates and an associated "Pause" which would have devastating effects on New York City's economy. Increased accessibility to testing is critical to preventing a resurgence of cases. NERIS staff provided FEMA Public Assistance Grant Management services including Grant Application Preparation, Procurement Compliance, Contract Review, Risk Assessment, Implementation Planning, and Monthly Reporting to New York City's Department of Design and Construction in partnership with NYC Health + Hospitals for the expedited construction of two temporary hospitals throughout the height of the pandemic and for six Testing Centers in Manhattan to support New York's phased reopening.



PROJECT



Environmental Compliance Services - Emergency Force Main Replacement from the Victory Boulevard Pump Station Wetland Delineation, Environmental Permitting

HIGHLIGHTS

- » Perform a wetland delineation of approximately 5,000 linear feet
- » Properly flag, mark by GPS, and photolog the area
- » Secure the appropriate environmental joint permits

LOCATION: New York City - Staten Island

CLIENT: New York City Department of Environmental Protection (NYCDEP), TYLin

PROJECT COST: \$18,584,460

DATES: November 2024 - Present

PROJECT BRIEF

The New York City Department of Environmental Protection, Bureau of Water Treatment, on the Design Services for the Emergency Force Main Replacement at the Victory Boulevard Pump Station project is for the permanent repair of a force main that experienced a leak in a wetlands area, parallel to a state road in Staten Island, New York, requiring repair and environmental investigation. The force main to be repaired runs parallel to a berm that traverses in a north-south direction through wetlands.

As the lead environmental compliance firm, NERIS was tasked with performing a wetland delineation on the project site to include environmental permitting and completing the necessary site restoration documentation. The wetland delineation was successful at determining the saltwater wetland limits and areas of disturbance - approximately 5,000 linear feet - which was properly flagged, marked by GPS, and had a photolog completed. NERIS completed the Site Restoration Plans after collecting the necessary data, coordinated the NYCDEP site visits, applied for and secured the appropriate environmental joint (USACE/NYSDEC/NYSDOS) permits, and was ultimately issued Jurisdictional Determination without delay. The efforts of NERIS continue on the project as additional environmental compliance issues arise due to the unplanned nature of the effort. Having built a positive relationship with both the prime contractor, TYLin, and the regulatory agencies in whose jurisdiction the work takes place, NERIS remains confident that success on the project will remain consistent.



PROJECT



Ida Homeowner Repair and Reimbursement (IHRR) – Environmental Compliance

HIGHLIGHTS

- » Eligibility Checklist and Tier II Environmental Review Records
- » Lead Based Paint Risk Assessment
- » Asbestos Containing Material and Mold Inspections
- » Radon Testing

LOCATION: New York Westchester, Orange, Dutchess, Rockland, Nassau, and Suffolk Counties

CLIENT: Housing Trust Fund Corporation

PROJECT COST: \$68,200,000

DATES: April 2025 - Present

PROJECT BRIEF

The New York Ida Homeowner Repair and Reimbursement (IHRR) program provides U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant - Disaster Recovery (CDBG-DR) funding for homeowners to repair and/or get reimbursed for damage caused by Hurricane Ida in 2021. Administered by NYS Homes and Community Renewal, the program can cover costs for repairs, reconstruction, and mitigation measures like flood-proofing and elevating mechanical systems. Reimbursement is available for eligible expenses already paid out-of-pocket, while grants are available for remaining damage or for future mitigation projects.

NERIS is providing National Environmental Policy Act compliance for over 260 single family homes damaged by Hurricane Ian. Scope of work includes completion of the Initial Eligibility Checklist, review of State and Federal environmental databases, GIS Map production, and scheduling and conducting site visits to document existing conditions, lead based paint risk assessment, asbestos containing material (ACM) and mold inspections and sample collection, if observed, and radon testing. Coordination with New York State Parks, Cultural Resource Information System for homes older than 45 years of age and New York State Department of Environmental Conservation to determine potential impact to wetlands associated with proposed ground disturbing activities are also completed as required. NERIS is also conducting Wetland delineations and threatened and endangered species surveys, if site conditions require. Once all of the data is collected the site-specific Tier II Environmental Checklist is completed and mitigation measures identified, and the completed package is submitted to New York State Housing and Community Renewal (HCR) for review and acceptance.

Additionally, NERIS worked closely with HCR to develop standard operating procedures and streamline Clearance processes for lead, ACM, mold, and radon.



PROJECT



Metropolitan Transportation Authority (MTA) Broadway Junction Americans with Disabilities Act (ADA) Upgrades - Environmental Manager

HIGHLIGHTS

Authored:

- » Environmental Management Plan
- » Waste Management Plan
- » Anticipatory Boring Plans
- » Data Interpretation Reports
- » DEP Investigative Work Plan

LOCATION: New York City, New York - Brooklyn

CLIENT: Metropolitan Transportation Authority (MTA), AtkinsRealis

PROJECT COST: \$500,000,000

DATES: January 2024 - Present

PROJECT BRIEF

The Metropolitan Transportation Authority (MTA) is upgrading the Broadway Junction station complex to achieve Americans with Disabilities Act (ADA) compliance through a major rehabilitation project that includes installing seven (7) new elevators, new accessible staircases, and a new accessible entrance. The project also involves replacing escalators, repairing platforms, and improving overall circulation with a new passenger transfer bridge and pedestrian bridge. This comprehensive overhaul is part of a larger MTA initiative to improve accessibility across its system.

NERIS is providing Environmental Management services for the MTA ADA Upgrades at Broadway Junction, including the Environmental Management Plan, Emergency Response and Contingency Plan, Waste Management Plan, three Anticipatory Boring Programs and associated sampling and Data Interpretation Reports, and a DEP Phase II Site Investigation Plan and associated sampling as required for City Environmental Quality Review acceptance.



PROJECT



Metropolitan Transportation Authority (MTA) Broadway Junction Americans with Disabilities Act (ADA) Upgrades - Environmental Manager

HIGHLIGHTS

- » Remedial Action Plan Oversight of excavation and air barrier installation
- » Produces Daily Reports
- » Conducts end point sampling
- » Responsible for the Closure Report

LOCATION: New York City - Brooklyn

CLIENT: Metropolitan Transportation Authority (MTA), ECCO III Enterprises, Inc.

PROJECT COST: \$500,000,000

DATES: April 2025 - Present

PROJECT BRIEF

The Metropolitan Transportation Authority (MTA) is upgrading the Broadway Junction station complex to achieve Americans with Disabilities Act (ADA) compliance through a major rehabilitation project that includes installing seven (7) new elevators, new accessible staircases, and a new accessible entrance. The project also involves replacing escalators, repairing platforms, and improving overall circulation with a new passenger transfer bridge and pedestrian bridge. This comprehensive overhaul is part of a larger MTA initiative to improve accessibility across its system.

NERIS is providing continued Environmental Management services through the Construction Phase of the MTA ADA Upgrades at Broadway Junction, including the DEP Remedial Action Plan, excavation and air barrier installation oversight, Daily Reports, end point sampling, and the Closure Report.



PROJECT



Permit Expediting Services & NEPA Environmental Review

Port Authority of New York/New Jersey Newark Liberty International Airport Terminal A
North Pier Extension & Airport Lounge

HIGHLIGHTS

- » 3-Story, 49,000+ SF Extension of Terminal A
- » Tenant Alteration Applications
- » Trimble Unity Construct (formerly E-Builder)

LOCATION: Newark International Airport

CLIENT: Confidential

PROGRAM COST: \$115M

DATES: 2021 - 2027

PROJECT BRIEF

The Newark International Airport Terminal A Redevelopment Program aims to modernize and replace Terminal A. At \$2.7 billion, the program will provide roadway and air side improvements, and a new parking garage. A component to the program is the North Pier Extension and Airport Lounge project which is a three-story, stand alone 49,691 square foot expansion to the new Terminal A. When completed, the North Pier Extension will include an exclusive airport lounge, concourse, concessions, airport logistics, and tenant revenue generating facilities for the Port Authority of New York and New Jersey (PANYNJ).



NERIS is contracted to file all necessary permits for the design and construction of this project, specifically the Tenant Construction and Alteration Process (TCAP) for the PANYNJ. In addition to the above, NERIS also provides National Environmental Policy Act (NEPA)

Environmental Review in accordance to the Federal Aviation Administration process. Currently, the environmental scope includes review, alternatives, revised action, preparation of agency notification letters, GIS map production, and impact analysis.



PROJECT



National Environmental Policy Act Compliance- Rebuild Florida Housing Repair and Replacement

Established the ERR process, specifically developing a detailed review of nearby toxic and hazardous sites and assessing the potential for adverse impacts.

HIGHLIGHTS

- » Environmental Management
- » Develop Training for State Employees
- » Over 4,000 Environmental Review Records
- » Prepare ArcGIS maps
- » State Historic Preservation Office Consultation

LOCATION: Florida – Statewide

CLIENT: Florida Department of Economic Opportunity (DEO)

NERIS VALUE: \$2.6M

DATES: March 2019 – July 2024

PROJECT BRIEF

The U.S. Department of Housing and Urban Development (HUD) allocated \$616 million in (CDBG-DR) Community Development Block Grant Disaster Recovery funding to support long-term economic development, housing, and infrastructure recovery efforts following Hurricane Irma through the Florida Department of Economic Opportunity's (DEO) Rebuild Florida Program.

NERIS team members worked directly with the Florida DEO Environmental Manager to identify knowledge gaps in order to develop curriculum and conduct a four-part National Environmental Policy Act (NEPA) Compliance training for State Disaster Recovery Employees. The training covered all levels of the Environmental Review Record (ERR) associated with proposed economic development, housing, and infrastructure projects.



NERIS completed ERRs (including Categorical Exclusions and Environmental Assessment) for single- and multi-family repairs and single-family reconstructions and Phase I Environmental Assessment.

EACH ERR INCLUDED:

- » Generation of ArcGIS Maps for each environmental resource impact evaluation.
- » Review of the Federal Enforcement and Compliance History Online database to determine if releases or violations or environmental regulations including RCRA, NPDES, AIR, TRIS, ACRES, NPL, and TSCA have been reported and to determine compliance status with active facilities.
- » Review of State databases for all Superfund, Brownfield, Petroleum, and other waste cleanup sites. Environmental write ups for each site indicate if toxic release has been reported, the status of the release, and if groundwater or soil contamination is present.
- » Consultation with the State Historic Preservation Office by historians that meet or exceed the Secretary of the Interior's Standards for the Treatment of Historic Properties.
- » Determination whether homes are eligible/ineligible to continue with the program based on environmental characteristics of the project location such as wetlands, endangered species, and coastal management zones.



PROJECT



Permit Expediting & Code Compliance Services - 3-K Center #Q399 Queens
Advance NYC School Construction Authority's (SCA) 3-K Initiative program to enhance and upgrade school buildings and facilities.

HIGHLIGHTS

- » DOB NOW Permit Application & Approval
- » Multiple Regulatory Agency Application & Approval: DOT, NYC Parks, FDNY
- » Certificate of Occupancy
- » Code Compliance Review

LOCATION: New York City – Queens

CLIENT: NYC School Construction Authority (SCA)

PROGRAM COST: \$3.3M

DATES: July 2021 – March 2024

PROJECT BRIEF

The New York City School Construction Authority (SCA) oversees the design and construction of NYC public schools. One of the initiatives is the 3-K program which aims to provide free, full day, high quality early childhood education for three year old children. The 3-K Center #Q399 is part of this program focuses on improving existing facilities in an effort to provide safe and comfortable learning environments which helps to maximize every student's opportunity to learn.

The Q399 project seeks to renovate an existing three-story commercial building, and upgrade it to a modern 3-K early childhood facility. Upgrades include full interior demolition and renovation with code and ADA compliant spaces, egress, and classrooms. Outside play spaces will also be renovated along with full mechanical and plumbing upgrades.



In addition to the DOB General Construction filings, NERIS is responsible for subsequent mechanical, plumbing, structural, Builders Pavement Plans (BPP), and Fire Alarm FDNY filings.

The NERIS team works closely with the Design team to review building & zoning code compliance related to the change of occupancy. Throughout the design and permitting phase, NERIS participates in required inter-agency meetings, DOB meetings, and assisted in developing permitting strategies to ensure that the project meets deadlines. The NERIS team is very excited to work this project.



PROJECT



Waterfront Permitting and Environmental Compliance - Resiliency Projects
Coordinated Design, obtained Permitting, and monitored Competitive Bid process for \$20 Million in Infrastructure Resiliency Projects.

HIGHLIGHTS

Program Management, Grant Administration, and Permitting for:

- » 1,900 linear feet of Bulkhead
- » Reconstruction of Police Building
- » 30,000 linear feet of Sewer Repair/Replacement

LOCATION: New York City – Brooklyn

CLIENT: Sea Gate Association (SGA)

PROGRAM COST: \$20M

DATES: October 2017 - December 2018

CONTACT: Barbara Garofalo, SGA President

PROJECT BRIEF

The Sea Gate Association is a private community located on the western peninsula of Coney Island and was originally incorporated in 1899. Historically, it was a retreat for the ultra-wealthy and is now home to about 8,000 full-time residents. During Super-storm Sandy, the community experienced varying degrees of flooding, damaging the Police Station, Combined Sewer System, and Bulkhead. The Sea Gate Association secured two FEMA Hazard Mitigation Grant Program awards and one Public Assistance cost-share award to cover expenses associated with the Reconstruction of the Police Station, the Reconstruction of the Bulkhead, and the Repair/Replacement of the Combined Sewer System.

NERIS representatives provided Program Management services to coordinate the design of all three projects. Tasks involved identifying and obtaining information to close data gaps and preparing permit applications for the Bulkhead, including the US Army Corps of Engineers Joint Permit, Department of Environmental Conservation (DEC) Short Form, and Waterfront Revitalization Program Consistency Determination. NERIS staff facilitated coordination between the Sea Gate Association and the Design Teams to respond to Agency questions and concerns and complete Design adjustments, as necessary. NERIS also prepared Competitive Bid packages for all three projects and conducted a pre-bid Meeting and Site Walk for the Combined Sewer Repair Project. Throughout the Design phase of the Sewer Repair Project, there were frequent sewer line and manhole collapses and backups, requiring investigation, documentation, and, depending on severity, competitive bidding and completion of emergency repairs to mitigate health and life safety issues to residents within the community.



Appendix B - Key Personnel Resumes

**NERIS****Kristine Sinkez**

Founder/Chief Executive Officer

EducationCertificate in Women's
Entrepreneurship

Cornell University 2023

MS Environmental Policy and
Management- Sustainability
American Public University 2013BA Environmental Policy and
Planning and History
Virginia Polytechnic Institute and
State University 2004**Areas of Expertise**

Program Management

Grant Management

National Environmental Policy Act
Permitting**Training and Certifications**

MTA Track Training 2024

Occupational Safety and Health
Administration (OSHA) Hazardous
Waste Operations and Emergency
Response (HAZWOPER), 2007-
2015, 2024NYC EDC Waterfront Pathways
and Offshore Wind Program 2023NYS Empire Development
Business Growth Accelerator
Program 2023NYC DOB Class 2 Filing
Representative January 2021EPA Lead Risk Assessor
April 2019Defensive Driving Training, August
2015URS Project Manager
Certification, November 2013International Organization for
Standardization (ISO) 9001:2008
Internal Auditor, January 2013

40-hour Wetland Training 2007

Ms. Sinkez is the CEO of NERIS with over 15 years of Program Management, Environmental Compliance and Disaster Recovery Response & Resiliency experience including; Grant Administration, Environmental Compliance, Architecture and Engineering Services, Permitting, Construction Administration and Construction Management.

Ms. Sinkez has been the President of NERIS since 2015. Previously she worked at URS Corporation (now AECOM) for nine years.

She has experience with program development, grant management, implementation, and compliance with Housing and Urban Development (HUD) Community Development Block Grant – Disaster Recovery (CDBG-DR) requirements (housing and infrastructure) in response to Hurricanes Hermine, Matthew, Irma, Katrina, Rita, and Wilma as well as Superstorm Sandy and South Carolina 2015 Floods. She also has Federal Emergency Management Agency (FEMA) Individual Assistance (IA) in response to Hurricane Katrina, Public Assistance (PA) in response to the COVID-19 Pandemic, and PA and Hazard Mitigation Grant Program (HMGP) experience in response to Superstorm Sandy and Hurricanes Katrina, Rita and Wilma.

Ms. Sinkez's Environmental Compliance experience includes National Environmental Policy Act (NEPA) compliance for a variety of state and Federal Agencies as the technical writer of numerous Environmental Assessments and Phase I Environmental Site Assessments. She was also responsible for the investigation, monitoring, and remedial action plan and execution for numerous petroleum contaminated properties in the Washington DC metropolitan. She has participated in the completion of Ecological and Human Health Risk Assessments for the purposes of obtaining risk-based closure for crude oil contaminated site in West Virginia.

In New York City, Ms. Sinkez has permitted waterfront bulkheads by preparing Joint Permit Applications, Department of Environmental Conservation (DEC) Short Form; and obtained Waterfront Revitalization Program Consistency Determinations. She also has extensive experience with managing, tracking, and coordinating the successful completion of hundreds of Special Inspections.

EXPERIENCE

Environmental Manager, Sarasota Hurricane Ian Housing Recovery. Sarasota County, FL. February 2024-Present.

Prepare National Environmental Policy Act (NEPA) Environmental Review Records for low to moderate income homeowners eligible for repair, replacement, or reconstruction of Hurricane Ian damaged homes. Scope of work includes Site Visit to document onsite conditions and desktop review to assess impacts associated with the proposed alternative to environmental resources, such as Soil, Air, Water, Floodplain, Noise, and Socioeconomic and identification of mitigation measures to minimize impacts.

Environmental Manager, Metropolitan Transit Authority (MTA) Broadway Junction Upgrades, Brooklyn, NY. January 2024-Present

Prepare MTA-compliant Environmental Management Plan inclusive of Sampling Plan, Waste Management Plan, On-Site Material Re-Use Plan, Emergency Response and Contingency Plan, Spill Prevention and Response Plan, and Community Air Monitoring Plan. QA/QC of Prime-generated Stormwater Pollution Prevention Plan, Erosion and Sediment Control Plan, Dust Control Work Plan, Silica Air Sampling Plan, Vector Control Plan.

Evaluate existing/available asbestos containing material (ACM), Lead, Soil, and Water analytical results. Select and coordinate analysis with approved laboratory. Collect soil characterization samples for re-use/disposal purposes. Collect and analyze areas of potential ACM and Lead-based paint if final design affects areas/material not previously analyzed. Routine inspections and reporting through construction phase.

Permit Expediting, New York City Housing Authority (NYCHA), Todt Hill Comprehensive Modification Program, Brooklyn, NY. January 2024-Present

Prepare DOB NOW applications, submit, and obtain design approval, pull work permits, and obtain Letter of Completion for Initial Alteration and Subsequent Plumbing, and Mechanical filings for kitchen and bathroom upgrades for all apartments within seven multi-story buildings.

The program worked closely with residents to identify comprehensive modification needs and agree to a phased approach acceptable to the residents. Project enabled the temporary relocation of residents for 30 days while each floor is upgraded in phases. The tight timeline required close coordination with DOB and other City Agencies in order to satisfy the nine month construction period.

Grant Management, Nassau County, Federal Grant Application and Submission, Nassau County, NY. June 2022 – Present.

Assess eligibility and competitiveness of Nassau County proposed projects for consideration for Federal Grant funding for Greenways, Traffic Calming, and Flood Mitigation. Provide strategy recommendations to Nassau County as it relates to projects under consideration for grant submission and area for improvement to increase competitiveness.

Permit Expediter, Dormitory Authority of the State of New York (DASNY) City University of New York (CUNY)

Prepare DOB NOW applications, submit, and obtain design approval, pull work permits, and obtain Letter of Completion for Initial Alteration and Subsequent Plumbing, and Mechanical filings for Data Center Cooling upgrades.

Grant Management, Grandfather Golf & Country Club (GGCC), Avery County, NC. June 2023-Present

Research and identify Federal, state, and local grant opportunities for the relocation of a Wastewater Treatment Plant (WWTP) outside of the flood plain, dam repairs, and stream restoration associated with former WWTP location. Complete high level eligibility assessment and present list of opportunities to GGCC for consideration. Prepare and submit grant applications for opportunities selected. Manage draw down of grant funds upon award, compile and submit proof of scope complete and payment for reimbursement, as needed.

Environmental Manager, NYC DEP Victory Blvd Sanitary Sewer Emergency and Permanent Repairs. Staten Island, NY. December 2022 – Present.

Complete wetland delineation, apply for Joint Permit Application with NYS DEC and USACE and obtain wetlands permits for installation of permanent force main, and prepare restoration plans.

Permit Expediting Subject Matter Expert, S&L Plumbing, New York City, NY. March 2022 – Present.

Ms. Sinkez is providing permit expediting services to S&L Plumbing, a New York City (NYC) School Construction Authority (SCA) Prequalified plumber. She is responsible for pulling and renewing all work permits needed by S&L Plumbing, requesting and coordinating all New York City Agency inspections (FDNY, DEP, DOB), certifying all objections, and coordinating DEP site connections for all of the S&L Plumbing projects in and around New York City.

Permit Expediter, NYCHA IDIQ, New York City. September 2021 - Present.

Code Compliance, Design Approval, and Construction Permitting for five-year indefinite delivery indefinite quantity contract. Task Orders to date:

Van Dyke and Pelham Parkway Roof Repairs

Prepare DOB NOW applications, submit, and obtain design approval, pull work permits, and obtain Letter of Completion for Initial Alteration and Subsequent Plumbing, and Mechanical filings for rooftop repair and upgrade of 46 buildings.

Code Check Review

NERIS, LLC review relevant portions of the governing codes and prepare a general framework for compliance with local building construction, environmental and fire codes by identifying requirements and constraints that are likely to impact NYCHA's Clean Heat for All Heat Pump Program goals.

Conlon Lihfe, Johnson House, and Rutgers Community Centers

Prepare DOB NOW applications, submit, and obtain design approval, pull work permits, and obtain Letter of Completion for Initial Alteration and Subsequent Plumbing, and Mechanical filings for the gut renovation and upgrade of three NYCHA Community Centers

Permit Expeditor, Port Authority New York/New Jersey, Tenant Alteration Applications (TAAs). New Jersey. September 2021-Present

During the design phase, prepare, coordinate, submit, and respond to Port Authority Objections for six Tenant Alteration Applications (TAAs) and several Minor Work applications for ground up, three-story, construction for expansion of an existing airport. Applications were divided up by Core and Shell, Fire and Life Safety, Interior Build Out by floor, and Plumbing and Mechanical.

During Construction, monitor Request for Information track design changes in the field, prepare and submit TAA amendments, as needed.

Permit Expediting Subject Matter Expert, NYC Economic Development Corporation, New York Public Library, Carnegie Branch Renovation Program, Bronx, New York, and Staten Island, NY. December 2019 – Present

Supervise the coordination with NYC DOB, NYC DOT and other stakeholders associated with \$100 million capital program renovating five (5) NYPL branches throughout NYC: 125th Street, Fort Washington, Hunt's Point, Melrose, and Port Richmond. Work involves: ADA upgrades, including the addition of elevators to several branches, new children and teen spaces, upgrades to restrooms, new heating and cooling systems for patron comfort and technology upgrades. Additional permit applications include MTA Buses/New York City Transit, and NYC Parks. Specific permit types include Crane, Tree Protection, Lane Closures, and relocation of public facilities, such as benches, bike racks, and USPS mailboxes.

Environmental Manager, Rebuild Florida Housing Repair and Replacement Program (CDBG-DR funded), Tallahassee, Florida, March 2019 – July 2024

Ms. Sinkez works directly with the State of Florida to establish the Tier II environmental review process for the repair/replacement of 6,000 homes damaged during Hurricane Irma in compliance with the National Environmental Policy Act. NERIS' Environmental Review Team has been assigned over 3,800 Tier II Environmental Review Records for completion since June 2019. NERIS' Production Team includes 13 Environmental Reviewers for the efficient completion of Tier II Environmental Review Records (ERRs), including Historic Preservation Specialists that satisfy Secretary of the Interior Standards for coordination with the State Historic Preservation Office (SHPO) to mitigate potential adverse impacts for homes 45 years of age or older and ArcGIS Specialists for the preparation of maps to support the Environmental Review determinations related adverse impacts and compliance with applicable regulations. To date 2,700 have been completed, 2,200 have been accepted by the State of Florida and signed by the Certifying Officer. Approximately 250 assignments remain to be assigned to NERIS.

Permit Expeditor, NYCHA Mariner's Harbor House Community Center Restoration. Staten Island, NY. September 2021-December 2023

Prepare DOB NOW applications, submit, and obtain design approval, pull work permits, and obtain Letter of Completion for Initial Alteration and Subsequent Plumbing, and Mechanical filings for

Permit Expeditor, School Construction Authority (SCA) Q399. Queens, NY. September 2021-December 2023.

Prepare DOB NOW applications, submit, and obtain design approval, pull work permits, and obtain Letter of Completion for Initial Alteration and Subsequent Plumbing, and Mechanical filings for interior upgrade of school building.

Permit Expeditor, NYC Department of Environmental Protection, Wastewater Treatment Plant Energy Efficiency Upgrades - Tannersville and Town of Roxbury, NY, June 2019 - December 2023.

Guide the NERIS Expediting Team in planning, obtaining, and renewing local municipal building department permits for the Renovation of Heating, Ventilation and Air Conditioning Systems and Light Upgrades at two Wastewater Treatment Plants located in the Town of Roxbury and Tannersville, New York. In 2009 and 2010, the NYC DEP conducted facility-wide energy management studies at each of the wastewater treatment plants under the New York State Energy Research and Development Authority (NYSERDA) Energy Conservation Program. Works on the Initial Building Permit Applications, obtains Design Approval, and pulls and renews the Construction Permits. Upon completion of construction, NERIS will apply for and obtain the Final Certificate of Occupancy for both projects. Total estimate construction cost of each project is \$9.281 million.

Permit Expeditor, NYC HHC, COVID-19 Emergency Response Program - Test and Trace (T2) Program, Bronx, NY, December 2020- December 2020.

Ms. Sinkez is providing permit expediting services to the Professional Design Team for the Initial Filing, Design Approval, and Work Permit issuance for the proposed Fit Out, Sprinkler, and Mechanical design work for NYC Health and Hospital's Test and Trace (T2) Program.

Permit Expeditor, NYC Department of Design and Construction, COVID-19 Emergency Response Program - Centers of Excellence, Bronx, Brooklyn, and Queens, May 2020 - December 2020.

Ms. Sinkez is providing permit expediting services for the Initial Filing, Design Approval, and Work Permit issuance for the proposed construction of three COVID-19 Outpatient Centers in the three most hardest hit areas of NYC. NYC Department of Buildings filings include, General Construction, Structural, Mechanical, Plumbing, Sprinkler, Standpipe, Medical Gas, Emergency Generator, and Fuel Oil. Consultation/permitting was also required with Metropolitan Transit Authority and Department of Transportation. NERIS maintained 24/7 After Hours Variances for all the sites in order to expedite construction of the facilities.

Grant Manager, NYC Department of Design and Construction, COVID-19 Emergency Response Program - Temporary Hospitals, Brooklyn and Queens, NY, April 2020-October 2020

Ms. Sinkez provided FEMA PA Grant Management services for two COVID-19 Temporary Hospitals, totaling 1,100-beds, located in the hardest hit areas of Queen and Brooklyn, NY. As New York City raced to increase existing hospital and Intensive Care Unit (ICU) capacity and secure critical medical equipment, staffing, and Personal Protective Equipment (PPE) among other necessary resources, Ms. Sinkez prepared Request for Public Assistance forms and Project Worksheets and provided guidance for the establishment of Standard Operating Procedures for to collection of backup documentation required for FEMA Reimbursement. Ms. Sinkez conducted compliance assessments on procurement activities, cost estimates, contract review, and eligible activities. She maintained a Risk Register Log

and authored a Risk Assessment and Implementation Plan to mitigate risks associated with FEMA Reimbursement. Ms. Sinkez assisted with the collection and organization of documentation for submission to FEMA and participated in weekly close out meetings with NYC DDC and Office of Management and Budget.

Grant Manager, NYC Department of Design and Construction, COVID-19 Emergency Response Program – Testing Centers, Manhattan, NY, June 2020-July 2020

Ms. Sinkez provided FEMA PA Grant Management services for six COVID-10 Testing Centers in an effort to manage, control and reduce the immediate threats to public health and safety through increased access to COVID-19 testing facilities. Ms. Sinkez prepared Request for Public Assistance forms and Project Worksheets and provided guidance for the establishment of Standard Operating Procedures for to collection of backup documentation required for FEMA Reimbursement. Ms. Sinkez conducted compliance assessments on procurement activities, cost estimates, contract review, and eligible activities and maintained a Risk Register Log to mitigate risks associated with FEMA Reimbursement.

Permit Expeditor, Metropolitan Transit Authority, Caisson Pile Installation, Dust Mitigation Plan, February 2020 – July 2020.

Guided the process for obtaining NYC DEP Fire Hydrant Use Permit from NYC Department of Environmental Protection (NYC DEP), a multi-month project involving the installation of caisson piles for a Sandy Mitigation project. The purpose of the project is to flood-proof the Hunters Point Signal Tower in Long Island City, Queens. The scope of work also includes installation of new flood protection devices and concrete.

Environmental Subject Matter Expert, Texas General Land Office, Hurricane Harvey - Rehabilitation, Reconstruction or New Construction Housing Recovery Program, December 2019 – December 2020.

Oversee the performance of Quality Assessment/Quality Control (QA/QC) activities for the GLO Rehabilitation Reconstruction or New Construction Housing Recovery Program. Responsible for ensuring that the environmental reviews submitted by the vendors fully and accurately fulfill HUD Requirements for funding. Review topics that must be verified include Historic Preservation, FEMA Floodplain, Wetlands, Endangered Species, On-Site Contamination, Federal and State Monitored Toxic Sites, Coastal Zones and Airports and a determining Pass/Fail must be levied for each review.

Permit Expediter – Class 1 Filing Representative - NYC Build it Back (BiB), Department of Design and Construction (DDC), Modular Pilot, New York City Government, Staten Island and Queens, NY. August 2017 – March 2019

NERIS provided a team of Permit Expeditors to complete NYC DOB initial and conversion filings for 100 Modular New Buildings in NYC DOB Building Information Systems (BIS), including Fence and other ancillary filings in DOB NOW. NERIS' Permit Expediting Team consisted of six NYC DOB Class 1 Filing Representatives for the completion of initial filings, design approval, permit issuance, renewals, Special Inspections, and Certificate of Occupancy. Ms. Sinkez provided guidance to the Construction Manager on how to satisfy General Contractor Required Items to obtain Certificate of Occupancy/Letter of Completion upon finalization of construction.

Program and Grant Manager Manager, Sea Gate, Brooklyn, NY. October 2017 – December 2018

Ms. Sinkez provided Program Management services to coordinate the Design of a 1,900 linear-foot bulkhead, 40,000 linear feet of sewer repair/replacement, and reconstruction of a police station. The

projects were funded by Federal Emergency Management Agency (FEMA) Public Assistance (PA) and Hazard Mitigation Grant Program (HMGP). Primary functions included documenting design and construction progress and change orders, preparing and submitting Pay Requests for the reimbursement of expended funds, identifying and obtaining information to close data gaps, and preparation of **Waterfront Permit** applications for the Bulkhead including; the Joint Permit, Department of Environmental Conservation (DEC) Short Form and Waterfront Revitalization Program Consistency Determination. She facilitated coordination between the Sea Gate Association and the Design Teams to respond to Agency questions and concerns as well as completed Design adjustments, as necessary. She also prepared Competitive Bid packages for all three projects and conducted a Pre-Bid Meeting and Site Walk for the Combined Sewer Repair Project.

Throughout the Design phase of the Sewer Repair Project, there were frequent sewer line and manhole collapses and backups, requiring investigation, documentation, and depending on severity, competitive bidding and completion of emergency repairs to mitigate health and life safety issues to residents within the community.

Construction Manager – Special Inspections and Close Out - NYC Build it Back (BiB), Department of Design and Construction (DDC), New York City Government, Staten Island, NY. June 2016 – June 2018.

Ms. Sinkez worked closely with NYC DDC and the Housing Recovery Office (HRO) to assist the BiB Staten Island Construction Manager (CM) developing and executing workflow processes to obtain DDC approval and payment based on the successful achievement of contract milestones, such as the completion of Construction Drawings, identification and completion of Post-Approval Amendment designs, and Final Department of Building (DOB) Close-Out in order to obtain the Certificate of Occupancy/Letter of Completion for completed residential elevation and reconstruction projects.

She coordinated with subcontracted designers for the incorporation of CM comments, homeowner comments, and NYC DDC comments into Final/Department of Buildings approved Construction Drawings within NYC BiB Minimum Program Standards in order to obtain Final DDC Approval and identify projects requiring Post Approval Amendment design revisions. She oversaw the DDC submittal process and reviewed Final DDC and Post Approval Amendment packages for accuracy and completeness prior to submittal. Ms. Sinkez coordinated with subcontracted designers, estimators, and general contractors to satisfy requirements in order to facilitate Final DOB Close-Out. She met with DDC weekly and the HRO bi-monthly to streamline workflow and the approval processes.

Program Manager- Architecture and Engineering Services, NYC Build it Back, Department of Design and Construction, New York City Government, Staten Island and Brooklyn, NY. August 2015 – December 2018.

Ms. Sinkez supervises a team of Architects and Engineers providing architecture and engineering services for low- to moderate- income homeowners. The design of the homes ranged from one to four-family detached, semi-detached, and attached elevations or reconstructions.

Responsibilities include planning and executing all phases of up to 65 housing projects, from initial Site Inspection through Close Out. She establishes a program-specific Health and Safety Program and Standard Operating Procedures, including document management, progress reporting, Wetland

Compliance, Permit Expediting, and HUD CDBG-DR compliance, including Section 3. Interface with client for homeowner/complex issue resolution and routine coordination.

Program Manager – Architecture and Engineering Services, Field Services, and Permit Expediting Services, Governor’s Office of Storm Recovery, New York Rising Housing Recovery Program – SSBG Pilot. March 2015 – September 2016

Ms. Sinkez managed a team of Architects, Engineers, and Field Service coordinators on NY Rising’s Social Services Block Grant pilot program to provide architecture, engineering, and field investigation to homeowners classified as vulnerable populations – such as very low income, elderly, disabled and those limited in English proficiency.

The Field Services Team conducted preliminary design activities including utility mark-out, land survey and soil borings. The Design Team then created schematic designs for homeowners who selected optional elevation and for a limited number of homes, repair and reconstruction. The Design Team worked with the local municipal Building Departments from the onset of the project to obtain all available information pertaining to the construction of the structure and history of the property. Upon completion of the designs, and approval by both the homeowner and the NY Rising Housing Recovery Program, The Design Team provided signed and sealed Construction Drawings to the homeowner.

Project Manager/Environmental Lead, City of Longmont Government, Longmont, Colorado. June 2014 – October 2014

Ms. Sinkez was responsible for the completion of Environmental Reviews for proposed City of Longmont/Boulder County disaster recovery infrastructure resiliency projects for compliance with NEPA and HUD CDBG-DR in compliance with 24 CFR 58.

Ms. Sinkez was responsible for the development, execution, and analysis of Unmet Needs Survey for Boulder County, Colorado Special Districts for incorporation into the Boulder County Unmet Needs Assessment for HUD CDBG-DR funding in compliance with 24 CFR 58. She was also responsible for the review and analysis of diverse types of HUD CDBG-DR grant agreements, including a Cooperative Endeavor Agreement to identify the best approach that would allow the most flexibility and greatest autonomy for the funding recipient.

Grant Manager/Environmental Lead, Nassau County Government, Nassau County, NY. June 2104 – December 2014

Ms. Sinkez was responsible for Grant Administration of FEMA-PA and HMGP-funded infrastructure projects and was responsible for the QA/QC of Environmental Reviews for proposed Nassau County Department of Public Works (DPW) disaster recovery infrastructure resiliency projects in accordance with New York State’s New York Rising Action Plan funded by Housing and Urban Develop (HUD) – Community Development Block Grant-Disaster Recovery (CDBG-DR) in compliance with 24 CFR 58.

Project Manager, Project Management Office and Case Management, Housing Recovery Office, New York City Government, New York, NY. July 2013; December 2013 – June 2014

Ms. Sinkez assisted NYC’s Build it Back Program Management Office in developing and implementing the HUD CDBG-DR funded housing recovery program in compliance with 24 CFR 570. She was the

Site Manager of the program's largest Housing Recovery Center – Ft. Tilden where she oversaw the operations and maintenance of the facility, including fifty staff.

Ms. Sinkez also resolved escalated applicant issues and concerns, prepared, and conducted program trainings to staff, evaluated and reported on staff performance, provided Program informational support to Housing Recovery Specialists, and oversaw employee scheduling.

She worked on the Rebuild Pathway identifying Program process deficiencies inhibiting the completion of application processing, identified program specific filters within the Customer Relationship Management software to locate applications near completion, facilitate processing, and increase production output. Provided oversight and training of 23 Housing Recovery Specialists at five locations in reviewing applications; resolving complex applicant issues, and facilitating application completion, and developing standard processes for tracking and metrics reporting, reviewing staff work, and providing support/supplemental information, as needed.

ENVIRONMENTAL COMPLIANCE

Associate Project Manager, New Jersey Rehabilitation, Reconstruction, Elevation and Mitigation (RREM) Program. December 2013

Ms. Sinkez performed expedited electronic, Tier II Environmental Reviews for the repair, elevation, and reconstruction of Superstorm Sandy damaged homes in compliance with the National Environmental Policy Act.

Environmental Specialist, Public Assistance for Hurricane Katrina and Rita, FEMA, Biloxi, Mississippi. June 2006 – December 2007

Ms. Sinkez performed on-site environmental assessments and prepared compliance documentation for proposed infrastructure projects following Hurricanes Katrina and Rita. Evaluated potential for hazardous materials, wetlands, historic resources, floodplains, migratory bird flyways and coastal management zones.

Environmental Specialist, Public Assistance for Hurricane Wilma Response, FEMA, Orlando, Florida. May - June 2006

The Public Assistance Program is the largest of all of FEMA's grant programs, providing disaster assistance to state and local governments. Conducted expedited environmental reviews for proposed disaster recovery projects requesting federal funding.

Environmental Specialist, Individual Assistance for Hurricane Katrina and Rita, FEMA, Baton Rouge, Louisiana. September – December 2005

Ms. Sinkez performed on-site environmental assessments and prepared compliance documentation for emergency temporary housing following Hurricanes Katrina and Rita on-site in Louisiana. Evaluated potential for hazardous materials, wetlands, historic resources, floodplains, migratory bird flyways and coastal management zones. Attended engineering meetings to communicate results of environmental assessment to construction contractors to minimize adverse impacts of temporary housing projects on human health and the environment.

ENVIRONMENTAL ASSESSMENT REPORTS***Task Manager and Technical Writer, Department of Veterans Affairs (VA), New Orleans Veterans Affairs Medical Center Relocation EA, New Orleans, Louisiana. September 2008-December 2008***

Task Manager of a diverse group of specialists, including hazardous materials, biological resources, and cultural resources. Primary responsibilities included technical writer of the Description of Action Alternatives (DOPAA), analysis of resources with significant adverse impact potential, trained entry level staff to conduct resource analysis in compliance with VA NEPA requirements and coordinated with VA for informational gaps and additional data needs. As well as, coordinated and compiled technical sections of the EA, ensuring accuracy and consistency.

Task Manager and Technical Writer, Federal Emergency Management Agency (FEMA), St. Clare Elementary School Relocation EA, Gulfport, Mississippi. January 2008

Task Manager and technical writer for the relocation of an elementary school severely damaged by Hurricane Katrina. Responsibilities included training entry level staff to conduct resource analysis in compliance with FEMA NEPA requirements and ensuring content and consistency throughout the document.

Task Manager and Technical Writer, Federal Emergency Management Agency (FEMA), Live Oak Treatment Center EA, Gulfport, Mississippi.

Task Manager and technical writer for the relocation and expansion of Live Oaks Treatment Center which was severely damaged during Hurricane Katrina.

Technical Writer, National Park Service (NPS), Shepherd Parkway-Fort Circle Park Scarp Stabilization Project, Washington, D.C.

A vertical 25-foot scarp located on NPS property had eroded within thirty feet of a residential neighborhood threatening damage to public utility lines and creating a safety hazard. Conducted analysis of various environmental resources and author of technical sections.

Task Manager and Technical Writer, FEMA, Charles B. Murphy Elementary School Relocation EA, Kiln, Mississippi. May 2007 - August 2007

Task Manager for the relocation of an elementary school severely damaged by the storm surge caused by Hurricane Katrina. Due to the redistribution of residents of Mississippi after the hurricane, the demand for public education facilities for children increased north of the surge zone. Hancock County applied for funding through the FEMA and proposed to rebuild the facility about thirty-five miles north to accommodate the increased public education need in Kiln.

Technical Writer, Air Force District Washington (AFDW), Environmental Assessment for Installation Developments at Bolling Air Force Base, Washington, D.C.

Base Realignment and Closure (BRAC) initiatives and Anti-terrorist/Force Protection measures created a net increase of 200-400 personnel working at Bolling Air Force Base (BAFB) in 2012. The increased demand for up-to-date office space within BAFB created the need to renovate existing

buildings to create space to support various agency missions. Individual contributions included capacity and efficiency analysis of all utilities on BAFB, technical writing, and peer review.

Technical Writer, National Aeronautics and Space Administration (NASA) Shoreline Restoration and Infrastructure Protection Program Programmatic EA, Wallops Island, Virginia.

Part of a large multidisciplinary team to complete the NEPA, NHPA, and Section 7 requirements for a 10-year beach restoration project on Wallops Island. Individual contributions to this project included preparing the document outline, conducting background research, and writing technical sections.

Technical Writer, FEMA, Diamondhead Sewer and Water District Wastewater Treatment Plant Relocation EA, Diamondhead, Mississippi. September 2006 - January 2007.

Flooding along the Jourdan River during Hurricane Katrina in Diamondhead, Mississippi caused liquefaction of soils and severe damage to the Diamondhead Sewer and Water District Wastewater Treatment Plant located on the banks of the river. Conducted background research and authored technical sections of the document.

Military Department of the Army. Arkansas National Guard. Integrated Natural Resource Management Plan (INRMP).

Every state's National Guard is required to maintain an approved INRMP. Addressed client comments for the updated 2005 INRMP for Camp Robinson, Arkansas.

Technical Writer, FEMA, Flint River Flood Hazard Mitigation, Flint River, Michigan.

The proposed action included constructing levees along either side of the Flint River to contain the river and reduce the frequency of flooding. Assisted in writing technical sections of the document.

Technical Writer, NPS, Colonial National Parkway Drainage Improvement EA, Williamsburg, Virginia.

Flooding along Colonial National Parkway due to under-sized drainage pipes and development of upstream properties created a safety hazard to visitors and road closures. Assisted in writing the EA, coordinated reproduction, and delivery of Final EA to the client.

Technical Writer, National Oceanic and Atmospheric Administration (NOAA), Northeast Region Relocation EA, Gloucester, Massachusetts.

NOAA Northeast Regional Office proposed to consolidate operations from several buildings at various locations into a single office building within a campus-style office park. Individual contributions included assisting in the writing of the EA, responding to client comments, and coordinating reproduction and delivery of Final EA to the client.

Technical Writer, Veteran's Affairs (VA), Bakersfield National Cemetery EA, Bakersfield, California.

The National Cemetery Expansion Act (Public Law [PL] 108-109) requires the Department of Veterans Affairs (VA) to establish six national cemeteries in specific areas of the United States.

Bakersfield, California, was designated as one of the six areas to receive a national cemetery. Construction of the Bakersfield cemetery is needed to fulfill VA's obligations under PL 108-109, as well as to meet VA National Cemetery Administration's goal to provide all eligible United States veterans with reasonable access to VA burial options. Assisted in writing technical sections of the EA.

PHASE I ENVIRONMENTAL SITE ASSESSMENTS

Task Manager and Technical Writer, Federal Emergency Management Agency (FEMA), North Bay Elementary School Relocation, Bay St. Louis, Mississippi. December 2007

Conducted a Phase I hazardous materials survey, coordinated with the current property owner's representative to gather specialized knowledge of the proposed property in compliance with ASTM E 1527-05, and co-authored the Phase I Environmental Site Assessment Report.

Technical Writer, Federal Emergency Management Agency (FEMA), Pass Christian Police Station, Pass Christian, Mississippi. December 2007

Conducted a Phase I hazardous materials survey, coordinated with the current property owner's representative to gather specialized knowledge of the proposed property in compliance with ASTM E 1527-05, and co-authored the Phase I Environmental Site Assessment Report.

ENVIRONMENTAL REMEDIATION

Project Manager, Motiva Enterprises, LLC, Potomac Energy Holdings, and BP Oil. District of Columbia, Maryland, and Virginia, January 2008 – December 2013

Ms. Sinkez planned and coordinated the site investigation, underground storage tank removal, remediation and monitoring of retail gas stations in cooperation with city and state Environmental Agencies to obtain risk-based closure in accordance with state Leaking Underground Storage Tank Remediation Programs. In addition to Quarterly Monitoring Reports, she prepared Corrective Action Plans, and provided Environmental, Health, and Safety oversight of Utility Locates and Active Soil Remediation projects, including excavation, transport, and recycling of contaminated soil and backfill with clean soil.

Associate Project Manager, SOPUS Products, West Virginia. January 2008 – December 2013

Ms. Sinkez conducted Ecological and Human Health Risk Assessment analysis for chemicals of concern utilizing the US Environmental Protection Agency's (EPA's) Risk Assessment Guidance for Superfund (RAGS): Part D, EPA's ProUCL 4.0, Johnson and Ettinger Modeling, and American Petroleum Institute (API) BioVapor Modeling in compliance with the West Virginia Department of the Environment (WVDEP) Voluntary Remediation and Redevelopment Program (VRRP).

NATURAL RESOURCE FIELD SURVEYS

Natural Resource Inventory/Forest Stand Delineation Exemption Application.

Compiled required information for Natural Resource Inventory/Forest Stand Delineation Exemption Applications for Maryland-National Capital Park and Planning Commission's maintenance and improvement projects for the following outdoor recreation facilities:

- Seneca Creek Park
- Rock Creek Park, Candy Cane City
- Pennyfield Lock
- Falls Road Local Park
- Rock Creek Park - Needwood Dam

Wetland Delineations, United States Postal Service (USPS) Bulk Mail Facilities Expansion Project. Newark, New Jersey and Long Island, New York. November 2006

Conducted wetland delineations at two bulk mail facilities to determine if the proposed expansion projects required section 404 permits under the Clean Water Act.

Wetland and Tree Stand Delineations for the United Parcel Service (UPS), Newington, Virginia. 2006

Conducted wetland delineations and used Global Positioning System (GPS) to identify the wetland and intermittent stream boundaries. Identified and tagged trees to be surveyed for a Tree Save Plan to be submitted to the local planning department.

Wetland Delineation and Forest Density Study for BP Terminal, Curtis Bay, Maryland. 2006

Delineated wetland boundaries and sampled basal area density of randomly selected areas of the site.

Field Technician, Water Quality Monitoring, Prince William County, Virginia. October 2004 – June 2005

Conducted water quality monitoring of dissolved oxygen, pH, salinity, and biological oxygen demand on a quarterly basis throughout Prince William County.

Field Technician, Chesapeake Bay Act Resource Protection Area Identification, Prince William County, Virginia. Spring 2005

Resource Protection Areas (RPA) consists of environmentally sensitive land along the shorelines of rivers, streams, and other waterways. Restricting development within the RPA reduces stormwater run-off, prevents erosion, filters pollutants, and facilitates other ecological and biological functions. Identified the RPA for residential property owners in compliance with the Chesapeake Bay Act.

ENVIRONMENTAL PERMITTING PROJECTS

U.S. Coast Guard FDCC LANT, Upgrade of the Global Maritime Distress Safety System, Long Island, New York. January 2006

Supported multiple task orders under the FDCC LANT IDC for the Coast Guard's Global Maritime Distress Safety System upgrades nationwide. URS was tasked with conducting site visits to more than 50 Coast Guard Stations on the Gulf and East Coasts to conduct environmental checklists and gather data. The data gathered supports Categorical Exclusion Determinations, Federal Aviation

Administration applications, permit determinations, agency coordination and federal consistency determinations.

TECHNICAL REPORTS

Author of the Environmental Setting Section of the following technical reports:

- Phase I Cultural Resources Survey of the Proposed Port Bienville Intramodal Warehouse Relocation Project Area, Hancock County Mississippi. Report prepared for FEMA, Biloxi, Mississippi. 2007.
- Phase I Cultural Resources Survey of the Proposed Harper McCaughan Elementary School Relocation, Harrison County Mississippi. Report prepared for FEMA, Biloxi, Mississippi. 2007.
- Phase I Cultural Resources Survey of the Proposed Diamondhead Wastewater Treatment Plant Relocation, Hancock County Mississippi. Report prepared for FEMA, Biloxi, Mississippi. 2007.

PUBLIC INVOLVEMENT AND OUTREACH

Louisiana Coastal Restoration and Protection Scoping Report, USACE, New Orleans, Louisiana. July 2005

Analyzed over 680 public comments and was a contributing author of summary sections of reoccurring themes within the public comments. Compiled and organized the report and appendices for delivery to the client in an electronic format.

Stormwater Filtration Pond Maintenance Seminar, Prince William County Watershed Management Branch, Lake Ridge, Virginia. April 2005

Developed a public seminar for maintenance requirements of commercial and residential stormwater ponds. Researched background information on local stormwater ponds and developed visual aids for the presentation.

**NERIS****Kelly Murray, CHMM, LEED AP****Senior Project Manager / Environmental Compliance****Education**

B.S., Geology, Indiana State
University, 1990

Areas of Expertise

Environmental Subject Matter
Expert
Environmental Compliance
Environmental Risk
Management
Due Diligence Assessments
Hazardous Waste Management
Phase I Environmental Site
Assessments

Training and Certifications

Certified Hazardous Materials
Manager #11146
LEED Accredited Professional,
Building Design and
Construction
OSHA 40 Hour Hazardous
Waste Operations and
Emergency Response
OSHA 8-hour HAZWOPER
Refresher
OSHA HAZWOPWE Supervisor
First Aid/CPR, Bloodborne
Pathogens Certified

Ms. Murray is a senior environmental regulatory compliance and risk management specialist with over 30 years of experience in federal, state, and local environmental regulations and industry standards and practices, particularly those requirements related to environmental land use for commercial real estate, land acquisition, and commercial banking clients. Kelly's practice includes environmental risk discovery and due diligence assessments, mergers and acquisitions support, Brownfields/AAI assessment, and regulatory agency coordination and negotiation. She is a recognized expert in the field of environmental due diligence, and has assisted clients in the creation of environmental policies and procedures for acquisition activities, and delivered presentations and authored articles on effective environmental risk management practices associated with commercial real estate transactions. She also serves on the ASTM Committee E50 for Environmental Assessment, Risk Management and Corrective Action.

PROJECT EXPERIENCE**NERIS, LLC (2020 – Present)**

Role: Senior Project Manager, EHS Compliance

Served as the practice area leader for environmental compliance, mergers and acquisitions support, and environmental due diligence. Performed senior-level review on all department work products.

LG2 Environmental Solutions (2016 – 2020), Jacksonville, Florida

Role: Senior Project Manager, EHS Compliance

Served as the practice area leader for environmental compliance, mergers and acquisitions support, and environmental due diligence. Performed senior-level review on all department work products.

EnSafe, Inc. (2015 - 2016), Jacksonville, Florida

Role: Senior Project Manager, EHS Compliance

Served as the company-wide RCRA Service Area Leader (Subject Matter Expert) for EnSafe. Performed senior-level review on all department work products.

LAW Engineering / MACTEC Engineering and Consulting / AMEC / AMEC Foster Wheeler / Wood Environment and Infrastructure (2002 - 2015); Jacksonville, Florida

Role: Senior Scientist/Senior Project Manager, EHS Compliance and Risk Management

Program manager for D.R. Horton, Inc., the nation's leading homebuilder. As such, responsible for the coordination of staff throughout Texas, Florida, Alabama, Georgia, North Carolina, South Carolina, Virginia, Maryland, Illinois, New Jersey, Oregon and California to perform projects ranging from Phase I Environmental Site Assessments to major remediation projects. Over \$1.5M and 300 projects annually since 2010. Provided regulatory compliance consulting services including regulatory agency negotiations, compliance audits, compliance program development, permitting assistance, reporting, training, EMS development, and environmental due diligence/risk management services. Performed senior-level review on all department work products.

Golder Associates Inc. (1998 - 2002); Jacksonville, Florida

Role: Senior Regulatory Compliance Specialist

Instrumental in the development of Golder's Compliance Services consulting practice area, providing regulatory compliance consulting services: regulatory agency negotiations, compliance audits, compliance program development, permitting assistance, reporting, training, EMS development, and due diligence/risk management services.

ABB Environmental Services (now Wood Environment and Infrastructure) (1990 - 1998); Orange Park, Florida

Role: Project Geologist/Hydrogeologist

Responsible for portions of the technical design, coordination, and supervision of multi-disciplinary environmental field investigation and field analytical activities to support Comprehensive Long Term Environmental Action - Navy (Navy CLEAN) contract as Field Operations Leader.



NERIS

Nicholas Moctezuma

Environmental Scientist / Field Technician

Education

BS, Environmental Geography
*Indiana University of
Pennsylvania – 2019*

Areas of Expertise

Environmental Compliance
Environmental Due Diligence
Phase I/Phase II ESAs
Hazardous Material Surveys
EH&S Oversight
Environmental Multi-Media
Sampling
Tier II EPCRA Reporting
ArcGIS Pro Analysis
AutoDesk AutoCAD Analysis
Technical Report Writing

Training and Certifications

40-Hour OSHA HAZWOPER
FDEP/USACE Wetland
Delineation
8-Hour Permit Required
Confined Spaces/Construction
OSHA Fall Protection
OSHA Bloodborne Pathogens
10-Hour Environmental Due
Diligence
AHERA Inspector 3-Day
EPA Lead Risk Assessor
Georgia Lead Risk Assessor
Asbestos Inspector License

Publications

*Assessing Mitigation Strategies
for Reducing Bat Fatalities at
Wind Energy Facilities: A
Comparative Analysis. The
Pennsylvania Geographer.
Moctezuma, Okey, and Ghosh.*

EXPERIENCE

Sarasota Hurricane Ian Housing Recovery. Sarasota County, FL. February 2024-Present

Sarasota County is a direct recipient of the U.S. Department of Housing and Urban Development (HUD)'s Community Development Block Grant-Disaster Recovery (CDBG-DR). The County has been awarded \$201.5 million in funding to deliver unmet needs assistance to the community from the impacts from Hurricane Ian, of which \$55 million has been allocated for Single Family Housing Recovery. NERIS is providing National Environmental Policy Act compliance, including review and revision of the previously developed Broad Review and completion of over 850 Tier IIs. Scope of work includes GIS map production, preliminary existing conditions review, photo documentation, and desktop review. The desktop review assesses impacts associated with the proposed alternative to environmental resources, such as Wetlands, Floodplain, Hazardous Materials, and identification of mitigation measures to minimize impacts.

NERIS is providing EPA compliant Lead Based Paint Inspections and preparing associated Lead Based Paint Risk Assessment Reports. Scope includes Site Visit, completion of HUD forms 5.0 and 5.1, XRF, dust wipe, and soil sample (if required) collection, sketch of sample locations and ID #s, photo documentation, preparation of Risk Assessment including identification of lead hazards, laboratory analytical results, and mitigation measures.

\$145.6 million has been allocated for Not for Profit, Municipal, Affordable Housing, and Workforce Development. Project types include social service centers reconstruction, replacement of water control structures, drainage improvement, new affordable housing complexes, and new/expanded educational and training centers. NERIS is providing National Environmental Policy Act compliance, including site visit, documentation of existing conditions, GIS map production, and environmental assessment. Special assessment topics include Acceptable Separation Distance, Noise, Federal Flood Risk Management Standard, and Radon.

Richmond American Homes, Florida, USA: NERIS provides ongoing environmental support services to Richmond American Homes in the form of Phase I and Phase II ESAs. Mr. Moctezuma is responsible for drafting Phase I ESA reports.

Rebuild Florida, IEM, Florida, USA: NERIS provided environmental support services to the Florida Department of Economic Opportunity's Rebuild Florida: Housing Repair Program

in the form of Tier II Environmental Review Records (ERR) for Disaster Recovery Community Development Block Grants. Mr. Moctezuma was responsible for drafting and analyzing map sets for ERR reports utilizing ArcGIS Pro.

District of Columbia Water and Sewer Authority (WASA) Clean Rivers Long Term CSO Control Project, Washington, D.C.: AECOM provided environmental support for the planning, design, and construction of DC Water's Clean Rivers Project for the control of combined sewer overflows (CSOs) to the Anacostia and Potomac Rivers. Mr. Moctezuma provided support for the Division J Northeastern Boundary Tunnel (NEBT) project and ongoing Potomac River Tunnel (PRT) geotechnical investigations in the form of environmental oversight of river and land borings to ensure compliance with permit and regulatory requirements. Mr. Moctezuma also conducted quarterly low-flow groundwater sampling events at numerous observation/monitoring wells. Mr. Moctezuma was the PRT/NEBOW Investigation Derived Waste (IDW) Lead for AECOM's Germantown office, making him responsible for the inventory, transfer, and proper disposal of potentially impacted or known-contaminated wastes. Supporting geotechnical investigations has familiarized Nicholas with soil classifications/characteristics, the drafting of boring logs, and the intricate process involved with well drilling. Mr. Moctezuma routinely assisted with soil and river sediment sampling when needed. In addition to field work, Mr. Moctezuma was also responsible for drafting the quarterly NEBOW groundwater monitoring reports, well completion reports, and the compiling of District Department of the Environment (DDOE)-specific permit packages, assisting in the timely meeting of deadlines and consolidation of critical documents and data. Mr. Moctezuma actively assisted environmental inspectors in reviewing non-hazardous waste manifests, invoices, and client submittals to expedite the closeout of certain project divisions. Mr. Moctezuma was also tasked with tracking the abandonment of completed wells and maintaining accurate Excel workbooks for the Project's record and to assure compliance with DDOE requirements.

National Railroad Passenger Corporation (AMTRAK): AECOM provided environmental support services to Amtrak facilities throughout the United States. Mr. Moctezuma was responsible for conducting Hazardous Material Site Assessments, preparing HASPs/SWPs, Hazardous Material Assessment Reports, and Hazardous Material Removal Work Plans in support of Amtrak's ADA Stations Program, Passenger Information Display System (PIDS) Program, State of Good Repair (SOGR) Program, and Union Station capital project.

Pepco Holdings, Inc. (PHI) Benning Road Plant, Washington, DC: AECOM assisted PHI with the implementation of their stormwater filtration and management program. Mr. Moctezuma assisted the field team lead in programming ISCO sampling instruments prior to rain events, as well as the retrieval of the samples once a rain event has occurred.

Marathon Petroleum Corporation (MPC): Mr. Moctezuma was responsible for preparing Phase I Environmental Site Assessments for MPC to assist with potential property transactions by advising the client about any environmental liability associated with the properties.

American National Red Cross (ARC): AECOM provided environmental support services to ARC facilities throughout the United States. Mr. Moctezuma was responsible for preparing Phase I Environmental Site Assessments to assist possible property transactions by advising the client about the potential environmental liability associated with the properties.

CarMax Auto Superstores, Inc. (CarMax): Mr. Moctezuma was responsible for preparing and submitting Tier II reports for 60+ CarMax facilities on their behalf, ensuring they meet all requirements under Section 312 of EPCRA.

CSX Transportation (CSXT): Mr. Moctezuma provided on-going support to CSXT by conducting hazardous material surveys and re-inspections on company boxcars, flatcars, hoppers, gondolas, tankers, and railyard buildings, when needed. Mr. Moctezuma also supported a long-term asbestos abatement project at CSXT's Marley Neck Bridge by providing EH&S oversight and asbestos background area air sampling/monitoring.

Confidential Client: Mr. Moctezuma provided on-going support to a confidential client in the form of Phase I/Phase II ESAs.

Newark International Airport Terminal A Redevelopment – Terminal Node Expansion: NERIS provides National Environmental Policy Act (NEPA) environmental support in accordance with Federal Aviation Administration requirements.



NERIS

Nicholas D'Armiento

Geographic Information System (GIS) Technician

Education

Geographic Information
Systems (GIS) Specialization
Certification
University of California – Davis
2024

BS Environmental Science
University of Delaware 2023
Concentration: Energy and
Environment

Areas of Expertise

GIS
Environmental data collection
and analysis
Technical Writing and Reporting
Environmental Assessments

Training and Certifications

Computer Skills

Geographic Information
Systems (GIS) software
(ArcGIS, QGIS)

SAP, SAP Concur, Salesforce

Microsoft Excel, Word, and
PowerPoint

Mr. Nicholas “Nick” D’Armiento is a dedicated and detail-oriented Geographic Information System (GIS) Technician with experience in spatial data analysis, map creation, and geospatial technology integration. Mr. D’Armiento is proficient in industry-standard software such as ArcGIS, QGIS, and AutoCAD, with a proven ability to manage and analyze large datasets to support decision-making processes. He is skilled in GIS database management, geocoding, and spatial modeling, with a strong understanding of cartographic principles and geospatial data visualization. Mr. D’Armiento is adept at collaborating with multidisciplinary teams to develop innovative solutions for urban planning, environmental management, and infrastructure development. Nick is committed to delivering accurate, actionable insights through advanced GIS techniques and exceptional problem-solving skills.

EXPERIENCE

MIRCA2015 (Global Monthly irrigated and rainfed crops area map), University of Delaware Data collection, filtering, and analysis. 2023.

Mr. D’Armiento collected and managed extensive agricultural datasets for the MIRCA2015 project (updated from MIRCA2000) ensuring data accuracy and reliability for research purposes, conducted in-depth spatial analyses using ArcGIS to track trends in irrigation and rainfed crop patterns, contributing to a deeper understanding of global agricultural distribution, designed informative maps using ArcGIS to effectively illustrate spatial data patterns, facilitating improved communication of research results,

organized large datasets and identified patterns for further data analysis using Microsoft Excel, and generated comprehensive reports that summarized key findings, presenting actionable insights.

Support Engineer and Logistics Manager, Vela Diagnostics, Fairfield, New Jersey. 2023 – 2024.

Mr. D’Armiento led nationwide decommissioning and shipment of laboratory instrumentation, communicated with clients during on-site projects, ensuring clear understanding of technical processes, utilized SAP, SAP Concur, and Salesforce to streamline logistics, oversee inventory, and manage expenses, collaborated with field engineers to perform installations, preventative maintenance, and repairs, coordinated nationwide distribution between East and West coast operations, and organized intracompany shipments between Singapore, Germany, Australia, France, and the United States.

Volunteer, Costa Rica Animal Rescue Center, Turrúcares, Costa Rica. 2022.

Mr. D’Armiento educated visitors on the importance of wildlife conservation through guided tours, managed and delegated tasks to a team of volunteers, and assisted in fieldwork for wildlife rehabilitation, focusing on species health and ecosystem interactions.

Laboratory Assistant, Sunrise Diagnostics Laboratory, South Plainfield, New Jersey. 2021 – 2022.

Mr. D’Armiento prepared laboratory supplies for COVID testing and assisted in sample preparation for COVID PCR testing.

Appendix C - Certification



U.S. Small Business
Administration

www.sba.gov/wosbready

Women Owned Small Business Federal Contracting Program | 409 Third St. SW | WDC 20416

11/23/2022

Kristine Sinkez
NERIS LLC
99 WALL STREET
NEW YORK, NY 10005-4301

Dear Kristine Sinkez:

Congratulations! Your firm has been certified as an Economically Disadvantaged Women-Owned Small Business (EDWOSB) by the U.S. Small Business Administration (SBA) for the Women-Owned Small Business Federal Contract Program (WOSB Program), as set forth in Title 13, Part 127 of the Code of Federal Regulations (CFR).

In order to maintain your certification, your firm is required to annually attest to meeting the WOSB Program requirements set forth in 13 CFR Part 127. This annual attestation must be submitted within 30 days of the anniversary date of your certification, which is the date on this letter. Additionally, your firm must undergo a program examination every three years conducted by SBA or a third-party certifier. Instructions for maintaining EDWOSB certification are available at 13 CFR 127.400 and at <https://beta.Certify.sba.gov>.

Your firm must immediately notify SBA of any material changes that could affect its eligibility. 13 CFR 127.401. This notification must be in writing and must be uploaded into the firm's profile in beta.Certify.sba.gov. Your firm must not misrepresent its EDWOSB certification status to any other party, including any local or State government contracting official or the Federal government or any of its contracting officials.

As a certified EDWOSB, there are valuable free resources available to you. These include:

- SBA Resource Partners: For general assistance on various topics, information on SBA programs, and upcoming small business events in your area. You can find your local resource partner by visiting: <https://www.sba.gov/tools/local-assistance>.
- WOSB website: For specific resources on government contracting and the WOSB Federal Contracting Program, please visit: <https://www.sba.gov/wosbready>.
- SBA's 7(j) Program: EDWOSB firms may also be eligible for 7(j) management and technical assistance by contacting their local SBA district office please visit: <https://www.sba.gov/tools/local-assistance>.

As a EDWOSB certified firm in the WOSB Federal Contracting Program, **you CAN** use the [EDWOSB Icon](#) on your business' website, business cards, social media profiles, and in your capability statements and proposal bids. However, **you CANNOT** use the digital icon to express or imply endorsement of any goods, services, entities, or individuals. Thus, **the digital icon CANNOT be used** on a company's letterhead, marketing materials or advertising, whether paid or public service announcement (PSA), traditional or digital. The following are instructions to access your digital icon:

1. Visit the following link: <https://www.sba.gov/brand/for-partners/resource-partners-grantees/>;
2. Under General Materials, click on "Decals and Web Icons";
3. The Icons should download on your computer; select "Open File"; and
4. Select/use only the Icon(s) that reflect the Program(s) in which you are currently certified

If you have general questions regarding the WOSB Program, you may submit them to the SBA via the help tab at <https://beta.certify.sba.gov/help> or check the SBA web site, www.sba.gov/wosbready.

Wishing you much success!

Sincerely,



Alisa Sheard
Deputy Director/WOSB Program Director
Office of Government Contracting



CITY COUNCIL Agenda Item Cover Sheet

Date: August 26, 2026

- ☐ Public Hearing – public comment
- ☐ Formal Consideration – public comment
- ☐ Informal Consideration
- ☐ Discussion
- ☒ Consent Agenda

SUBJECT: Sidewalk Plow #15 - Purchase

SUBMITTING DEPARTMENT: DPW through the City Manager's Office

RECOMMENDED ACTION: Approve purchasing agent for the City of Montpelier to execute purchase order and other contractual document necessary to purchase the new Trackless sidewalk plow with boom mower attachment.

RELATED COUNCIL GOAL/PRIOR ACTION (Highlight as many as needed):

- 1. ☐ Housing
- 2. ☒ Infrastructure
- 3. ☐ Economic Development

EXPENDITURE REQUIRED: \$259,742.24

SOURCE OF FUNDS: FY27 CIP

LEGAL REQUIREMENTS: N/A

BACKGROUND INFORMATION:

The Department of Public Works (DPW) has received a quote from C.N. Wood for the replacement of Sidewalk Plow #15. The quote utilizes Sourcewell contract pricing, a cooperative purchasing program that allows local governments to purchase equipment through competitively procured contracts awarded to qualified suppliers.

Sidewalk Plow #15 is included in the FY27 Capital Equipment Plan for replacement, with a budget allocation of \$190,000. The quoted purchase price for the sidewalk plow is \$214,069.36.

DPW is also recommending the purchase of a boom mower attachment at an additional cost of \$45,672.88, bringing the total purchase price to \$259,742.24.

The boom mower is needed to improve DPW's ability to perform roadside mowing and vegetation management. DPW has been unable to consistently keep up with roadside mowing demands, resulting in frequent requests to address line-of-sight and sidewalk accessibility concerns. Adding the boom mower to the sidewalk unit would provide DPW with additional capacity to address these maintenance and safety needs.

The Trackless sidewalk unit is preferred by DPW's Equipment and Streets staff based on its ease of operation, serviceability, and suitability for the City's operational needs. DPW has evaluated and utilized other equipment in the past, and the Trackless unit has proven to be the best fit for the City's sidewalk and winter maintenance operations.

To address the funding shortfall, DPW proposes deferring the replacement of Truck #4. Truck #4 remains in good working condition and can continue to operate in the fleet at a reasonable maintenance cost. \$180,000 of Local Options Tax revenue was dedicated for the replacement of Truck #4. Deferring that purchase would provide funding toward the sidewalk plow and boom mower purchase.

FY27 Sidewalk Plow #15 budget: \$190,000.00

Truck #4 budget from Local Options Tax: \$180,000.00

Combined available funding: \$370,000.00

Sidewalk plow + boom mower: \$259,742.24

Remaining Truck #4 funding: \$110,257.76

SUPPORTING DOCUMENTS:

Sales Quote

INTERESTED PARTIES: Finance, DPW

CITY MANAGER'S APPROVAL:

A handwritten signature in cursive script, appearing to read "Kelly McMichael".

**Purchaser:**

Montpelier Public Works

Representative: Chris Kokosa

Date 7/23/26

Equipment Description	Year	Hours	Serial #	Stock #	Ext. Price
Trackless MT7 + Attachments	2026	0	TBD	TBD	See Below
Trade-In Description	Year	Hours	Serial #	Stock #	Ext. Price

Machine Specifications:**Trackless MT7 Tractor**

AIR CONDITIONER	AM/FM RADIO
EXTRA PUMP AND VALVE SYSTEM	OIL PRESSURE GAUGE
REVERSING FAN	BACK UP ALARM
FORWARD/REVERSE ROCKER SWITCH	AIR RIDE SEAT
REAR WASHER/WIPER	POWER OUTLET-12 VOLT
INTERMITTENT FRONT WIPER	OUTSIDE MIRRORS
BATTERY DISCONNECT SWITCH	RADIAL TIRES/RIMS

Options:**Ride Control, Locking Differentials, License Plate Bracket with Light, Backup Light Extra, Light Guards****Attachments:****5' Angle Plow
Blade Attach Kit
Rear Tripler Agitator Sander
457 Boom Flail Mower
Extended Wheel Set
Total SOURCEWELL: \$240,053.34****Current Tariff: \$16,818.50 Tractor****Current Tariff: \$2,870.40 Attachments****Total Sell Price: \$259,742.24****SOURCEWELL # 093021-ELG****Due to current market conditions, ongoing supply chain issues & tariffs, pricing is subject to change at any time.****Warranty:** 1 Year 600 Hour Parts/LaborChris Kokosa
Cell: 413.295.6207
ckokosa@cn-wood.com



CITY COUNCIL Agenda Item Cover Sheet

Date: August 26, 2026

- ☐ Public Hearing – public comment
- ☐ Formal Consideration – public comment
- ☐ Informal Consideration
- ☒ Discussion
- ☐ Consent Agenda

SUBJECT: Future Agendas

SUBMITTING DEPARTMENT: City Manager's Office

RECOMMENDED ACTION: N/A

RELATED COUNCIL GOAL/PRIOR ACTION (Highlight as many as needed):

1. ☒ Housing
2. ☐ Infrastructure
3. ☐ Economic Development

EXPENDITURE REQUIRED: None

SOURCE OF FUNDS: N/A

LEGAL REQUIREMENTS: N/A

PROPOSED FUTURE AGENDA ITEMS:

September 9, 2026

Zoning Fees
Fire Warden Ordinance Updates (1st Reading)
Country Club Road Letter of Interest
River Hazard Interim Amendment (1st Reading)
Central Vermont Solid Waste Management District Update to Council

September 23, 2026

Fire Warden Ordinance Updates (2nd Reading)
Committee Administration Policy Final Adoption
Tax Stabilization Policy Update
Transit Center Lease Renewal Discussion
Downstreet Housing & Community Development – update & grant support request

September 30, 2026

Strategic Plan Check-in
Local Options Tax Allocation Policy Discussion

INTERESTED PARTIES: City Council, Staff

CITY MANAGER'S APPROVAL:

Kelly McMichael-King