

Multistate Environmental Response Trust

Kerr-McGee Chemical Corp. Navassa, North Carolina Superfund Site



Contractor Information Session
September 22, 2021



Greenfield Environmental Multistate Trust, LLC
Trustee of the Multistate Environmental Response Trust

Agenda

- ✓ Introduction to Multistate Trust
- ✓ Site overview and Operable Unit 2 (OU2) work
- ✓ Multistate Trust contracting objectives and strategy
- ✓ Anticipated OU2 contractor needs
- ✓ Contractor qualifications and training opportunities
- ✓ Approximate timeline for OU2 contracting and work
- ✓ Submitting an effective prime contractor bid
- ✓ Feedback, questions, discussion, and survey



Introduction to Multistate Trust

- ✓ 2005: Kerr-McGee created a “shell” (Tronox) and transferred hundreds of contaminated sites to Tronox without adequate cleanup funds.
- ✓ 2006: Kerr-McGee sold its most valuable assets to Anadarko Petroleum.
- ✓ 2009: Unable to fund cleanup of Kerr-McGee sites, Tronox filed for bankruptcy.
- ✓ 2011: Bankruptcy court approved Tronox bankruptcy settlement that created and provided limited funding for Multistate Trust.
- ✓ 2015: After finding Anadarko liable for fraud, bankruptcy court approved \$5.2 billion Anadarko litigation settlement. Multistate Trust received additional funds for cleanup of Kerr-McGee sites.



Introduction to the Multistate Trust

Multistate Trust Responsibilities

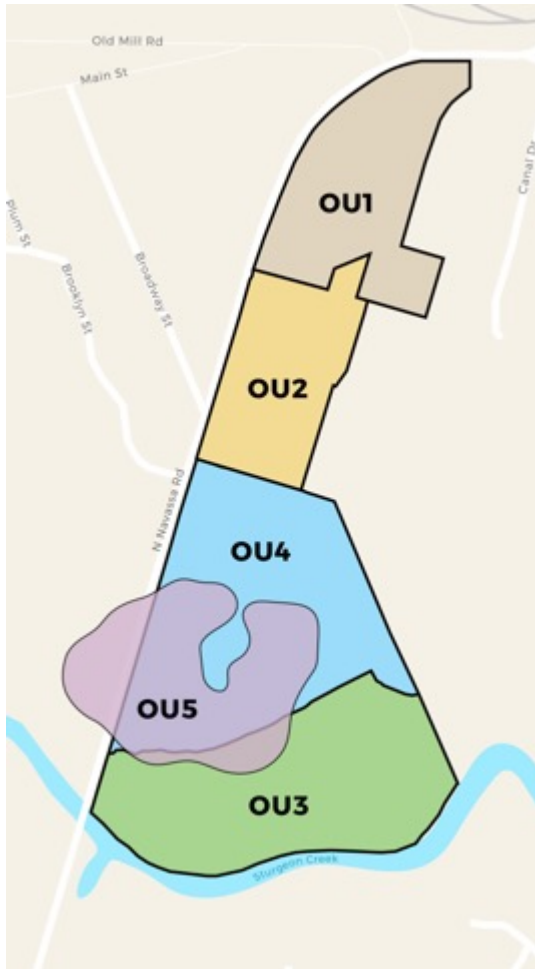
- ✓ Take title to former Kerr-McGee/Tronox sites
- ✓ Hold/manage funds earmarked for cleanup of each site
- ✓ Cost effectively and efficiently remediate sites pursuant to EPA/State-approved budgets and cleanup plans, and in compliance with all laws and regulations
- ✓ Fulfill fiduciary duties to Multistate Trust Beneficiaries—EPA and States
- ✓ Subject to Beneficiary approval, transfer/sell sites

Multistate Trust is a Private Entity with a Public Purpose

- ✓ Protect human health and environment
- ✓ Proactively engage stakeholders on plans and actions
- ✓ Where possible, contribute to community (jobs, taxes and public assets) by striving for community-supported local contracting and site reuses



Site Overview

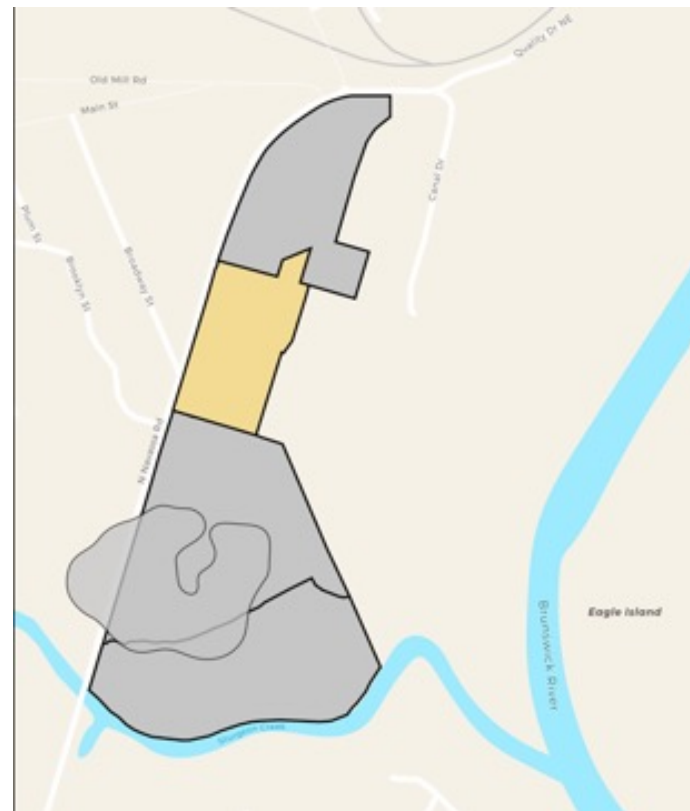


- ✓ Goal is to return acreage to productive use and enable redevelopment, consistent with community-supported reuses
- ✓ Site divided into Operable Units (OUs) according to the ease of completing the Superfund process, including:
 - Operable Unit 1 – Portion of wood storage areas not requiring remediation
 - Operable Unit 2 – Portion of wood storage areas requiring remediation
 - Operable Unit 3 – Southern Marsh
 - Operable Unit 4 – Pond and process area, also including portion of wood storage areas
 - Operable Unit 5 – Groundwater



Operable Unit 2 Plans for 2021–2022

- ✓ EPA to complete Proposed Plan and Record of Decision
- ✓ Multistate Trust to pursue voluntary action to perform the OU2 work
- ✓ Multistate Trust to negotiate and finalize prime contract for OU2
- ✓ Prime contractor to retain local subcontractors



Operable Unit 2 – Plans for 2021–2022

- ✓ OU2 consists of ±16 acres
- ✓ Remediation is required to address residential and ecological risks
- ✓ Remediation will allow for unrestricted land use
- ✓ Based on existing data, Multistate Trust to excavate the top 1 to 2 feet of soil:
 - Total area to be remediated = 1.3 to 2.9 acres
 - Total volume to be remediated = 2,370 to 4,940 cubic yards
- ✓ Multistate Trust conducting ongoing sampling to finalize areas and volumes to be remediated



Contracting Overview

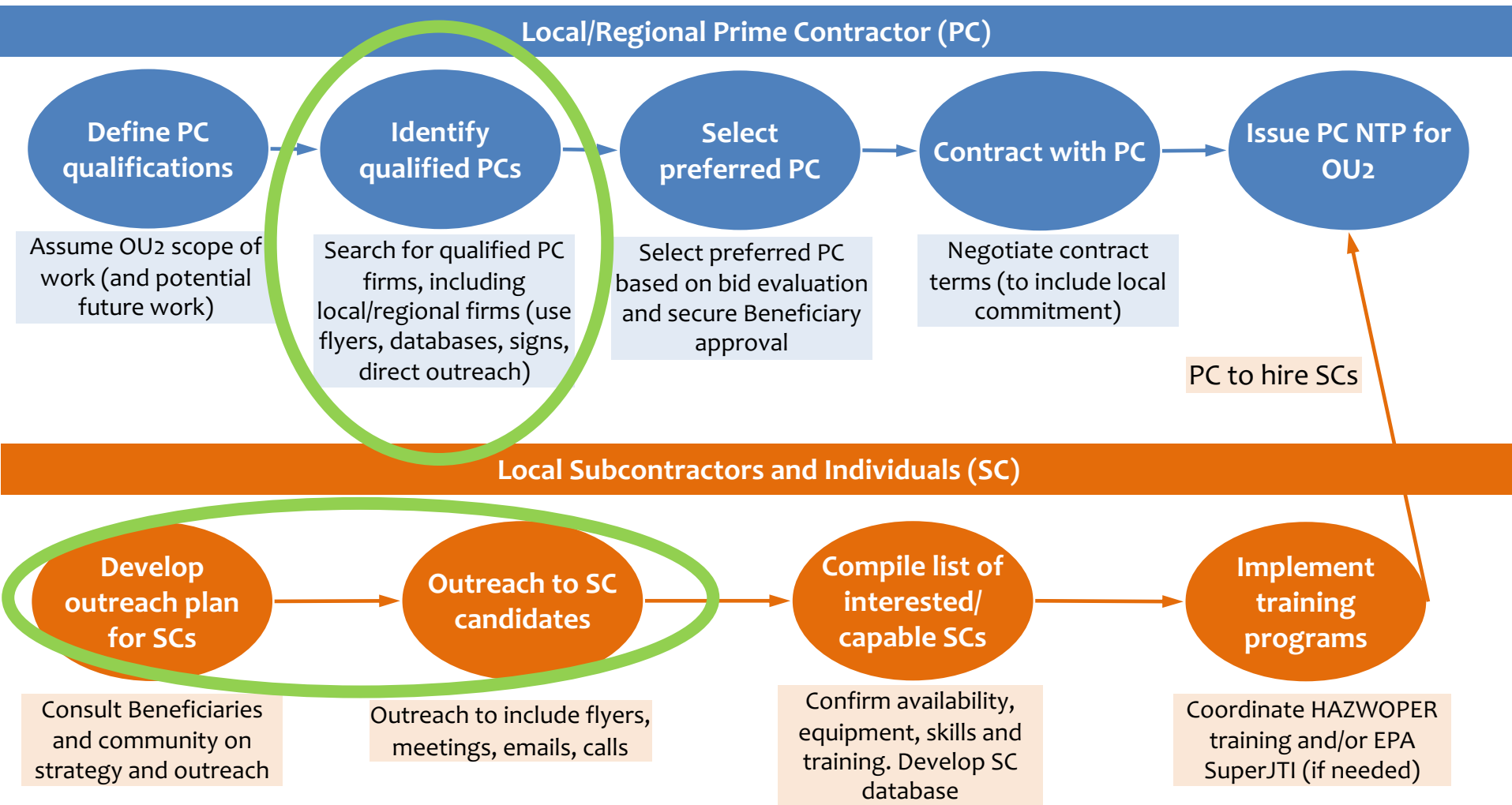
If possible, contract with prime contractor from Navassa or surrounding area selected based on the following publicly available bid-evaluation criteria:

- ✓ Health and safety program, including training or willingness to be trained
- ✓ Proximity to Site
- ✓ Commitment to hire local subcontractors, if needed
- ✓ Small business status
- ✓ Technical approach, sequence, and schedule
- ✓ Personnel qualifications and management experience
- ✓ Access to equipment
- ✓ Financial soundness
- ✓ Total bid amount



Contracting Strategy

Parallel Prime and Subcontracting



Anticipated Prime Contractor Needs

- ✓ Multistate Trust intends to hire a local prime contractor to manage OU2 construction based on bid-evaluation criteria. If a local or regional prime is not identified in bid process, selected prime will be required to prioritize contracting with local subcontractors.
- ✓ Prime contractor is expected to:
 - Perform work defined in contract
 - Hire and manage local subcontractor delivery and performance
 - Ensure subcontractors adequately trained
 - Administer employment matters (payroll, insurance, taxes, invoicing, etc.)
 - Plan and execute work consistent with project requirements
- ✓ Depending on prime contractor capabilities, Multistate Trust may expand prime scope of work to potentially include future work as the prime builds capacity



Anticipated Subcontractor Needs

Work Scope	NAICS Code	Estimated Hours
Project and Construction Management	NA	1–2 jobs, 1000–1600 hrs.
Pre-, progress- and post-construction survey	541370	2 jobs, 60–100 hrs.
Logging/forestry	113310	3 jobs, 100–200 hrs.
Site preparation/clearing	238910	6 jobs, 400–600 hrs.
Excavation, backfill, grading	238910	7 jobs, 1800–4200 hrs.
Trucking and hauling	484230	10 jobs, 1200–6400 hrs.
Flaggers/traffic control	561990	2 jobs, 1000–1400 hrs.
Fencing and security	(further information to be determined)	



OU2 Expected Contractor Qualifications

- ✓ Prime Contractors:
 - Health and safety program or willingness to be trained
 - Relevant construction/environmental experience
 - Relevant professional license(s) or certification(s)
 - Capacity to meet insurance and bonding requirements
 - Financial stability
 - Infrastructure to administer contract requirements, meet all local, state, and federal employment laws, prepare approvable invoice packages
 - Ability to manage subcontractors to meet all contract requirements
- ✓ Subcontractors:
 - Health and safety training or willingness to be trained
 - Relevant professional license(s) or certification(s)
 - Insurance
- ✓ Multistate Trust's consultant can mentor prime contractor, if needed
- ✓ Multistate Trust intends to support subcontractor training, as needed



Contracting Process – Approximate Timeline

- ✓ **October 2021** – Multistate Trust to distribute pre-qualification materials
- ✓ **October/November 2021** – Brunswick Community College anticipated to offer OSHA HAZWOPER training, bid submittal training, and DBE/HUB certification training
- ✓ **November 2021** – Prime contractors to submit bids
- ✓ **January 2021** – Multistate Trust to select prime contractor, based on bid-evaluation criteria, and seek approval from Beneficiaries
- ✓ **March 2022** – Negotiate and finalize contract with prime contractor
- ✓ **Spring 2022** – Super JTI training for subcontractors, if needed, and other training opportunities
- ✓ **June 2022** – Mobilize for OU2 work

Dates on this slide are subject to change, based on work progress and Beneficiary review and approval of deliverables



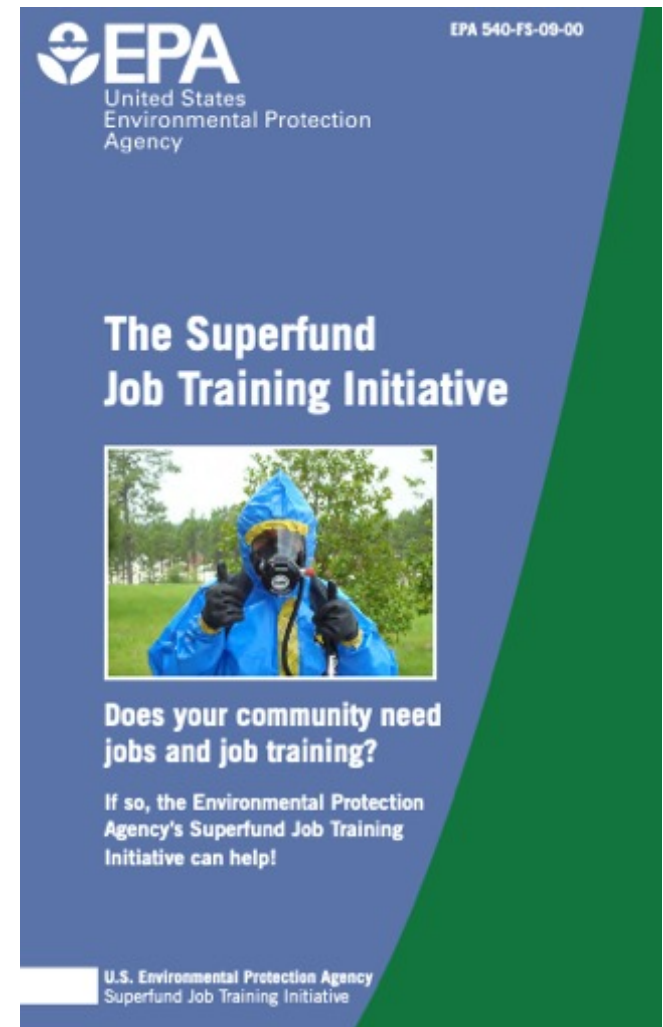
OU2 Work Potential Training Opportunities

- ✓ Multistate Trust Contractor Information Session:
 - Review bid process for prospective primes, including discussion of elements of remedial action work plan and guidance on submitting effective bids
 - Information about scope of work, qualifications, and schedule
- ✓ Brunswick Community College anticipated to offer:
 - Contractor bid training and DBE/HUB certification training (October 2021)
 - OSHA HAZWOPER training (October 2021)



OU2 Work Potential Training Opportunities

- ✓ Superfund Job Training Initiative (SuperJTI) may be offered to provide wholistic training to potential workers after prime and subcontractors have been selected.
- ✓ EPA's SuperJTI program can:
 - Provide marketable skills that enhance employment opportunities
 - Enable community members to play active roles in the protection and restoration of their neighborhoods
 - Provide assistance with job placement



OU2 – Potential Training Opportunities

- ✓ During OU2 construction, Multistate Trust intends to continue to mentor prime contractor through on-Site engagement and off-Site support as needed, including:
 - Scoping services assistance
 - Invoicing assistance
 - Sequencing and workflow management support
 - Experienced on-Site Multistate Trust representative
- ✓ Multistate Trust will provide updates about future work at Site



Preparing an Effective Bid

Richard Elliott
Multistate Trust



Greenfield Environmental Multistate Trust, LLC
Trustee of the Multistate Environmental Response Trust

Preparing an Effective Bid

Overview

- ✓ Carefully review notice of invitation to bid and all attachments, including Remedial Action Work Plan
- ✓ Gather information to accurately estimate anticipated costs
- ✓ Describe existing health and safety program/training and ability to complete additional training, if required
- ✓ Provide information about personnel experience and qualifications, with detail about each employee that will support work
- ✓ Consult with local subcontractors to determine interest and availability
- ✓ **Ask questions of the Multistate Trust whenever they arise throughout the bid process**



Example Work Plan

Kerr-McGee Columbus, MS Site

REMOVAL ACTION WORK PLAN
PINE YARD—OPERABLE UNIT 1 REMOVAL

Kerr-McGee Chemical Corp.—Columbus
Superfund Site
2300 14th Avenue North
Columbus, Lowndes County, MS
EPA ID#MSD9908663

Prepared for
Greenfield Environmental Multistate Trust
Trustee of the Multistate Environmental Response Trust



Prepared by
integral
consulting inc.
719 2nd Avenue
Suite 700
Seattle, WA 98104
July 5, 2018

Removal Action Work Plan
Pine Yard—OU-1 Removal

July 5, 2018

CONTENTS

LIST OF FIGURES	v
LIST OF TABLES	v
ACRONYMS AND ABBREVIATIONS.....	vi
CERTIFICATION	viii
EXECUTIVE SUMMARY	ix
1 INTRODUCTION	1-1
1.1 BACKGROUND	1-1
1.2 SITE LOCATION	1-2
1.3 CURRENT AND REASONABLY ANTICIPATED FUTURE LAND USE	1-2
1.4 REMEDIAL INVESTIGATION SUMMARY	1-3
1.4.1 Topography and Drainage	1-3
1.4.2 Geology/Hydrogeology	1-4
1.4.3 Nature and Extent of Contamination	1-4
2 PROPOSED REMOVAL ACTION	2-1
2.1 REMEDIAL ACTION OBJECTIVES	2-1
2.2 REMOVAL ACTION LEVELS	2-1
2.3 SUMMARY OF PROPOSED ACTION	2-2
2.4 OVERALL CONSTRUCTION SEQUENCE	2-3
2.5 SOIL SEGREGATION	2-4
2.6 OU-1 REMOVAL	2-5
2.6.1 Zone 2	2-5
2.6.2 Zone 3	2-6
2.6.3 Excavation and Backfill Sequence	2-6
2.7 EXCAVATION EXTENTS	2-7
2.7.1 Lateral Extent of Excavation	2-7
2.7.2 Vertical Extent of Excavation	2-8
3 MATERIALS AND WASTE MANAGEMENT	3-1
3.1 SOIL MANAGEMENT	3-1
3.1.1 Exclusion Zones	3-1
3.1.2 Soil Stockpiles within Exclusion Zone(s)	3-2
3.1.3 Contamination Reduction Zone	3-2

Integral Consulting Inc.

ii

Removal Action Work Plan
Pine Yard—OU-1 Removal

July 5, 2018

3.1.4 Support Areas	3-2
3.2 CHARACTERIZATION OF EXCAVATED SOIL FOR OFFSITE DISPOSAL	3-2
3.3 CHARACTERIZATION OF EXCAVATED SOIL FOR USE AS BACKFILL	3-3
3.4 OFFSITE TRANSPORT AND DISPOSAL	3-3
3.5 POLLUTION CONTROL	3-4
4 BACKFILL AND SITE RESTORATION	4-1
4.1 IMPORTED BACKFILL REQUIREMENTS	4-1
4.1.1 Chemical Acceptance Criteria	4-1
4.1.2 Stockpiling	4-2
4.1.3 Demarcation and Placement	4-2
4.2 SITE RESTORATION	4-2
5 REMOVAL ACTION MANAGEMENT	5-1
5.1 PROJECT ORGANIZATION AND OVERSIGHT	5-1
5.2 ACCESS AGREEMENTS AND PERMITTING	5-2
5.2.1 Property Access Agreements	5-2
5.2.2 Stormwater Permitting	5-2
5.2.3 Traffic Control Permitting	5-2
5.2.4 Wastewater Disposal Permitting	5-2
5.2.5 U.S. Army Corps of Engineers Nationwide Permit	5-3
5.3 TRAFFIC CONTROL	5-3
5.4 SITE SECURITY	5-4
5.5 WORK HOURS	5-4
5.6 SURVEYING	5-4
5.7 WATER MANAGEMENT	5-5
5.7.1 Construction-Generated Wastewater	5-5
5.7.2 Non-contact Stormwater	5-6
5.8 HEALTH AND SAFETY	5-6
5.8.1 Air Quality Monitoring	5-7
5.8.2 Noise Control	5-7
5.9 CONTINGENCY PLANNING	5-7
5.9.1 Unanticipated Site Conditions	5-7
5.9.2 Major Storm Events	5-7
5.9.3 Fires/Explosions/Spills	5-7
5.10 COMMUNITY OUTREACH	5-7
5.11 DEMOBILIZATION	5-7
5.12 QUALITY CONTROL/QUALITY ASSURANCE	5-7
6 REPORTING AND RECORD KEEPING	6-1
6.1 CONTRACTOR SUBMITTALS	6-1
6.2 DAILY REPORTS	6-2
6.3 RECORD KEEPING AND PHOTO-DOCUMENTATION	6-2
6.4 REMOVAL ACTION COMPLETION REPORT	6-2
7 SCHEDULE	7-1
8 REFERENCES	8-1

Integral Consulting Inc.

iii

Removal Action Work Plan
Pine Yard—OU-1 Removal

July 5, 2018

6 REPORTING AND RECORD KEEPING	6-1
6.1 CONTRACTOR SUBMITTALS	6-1
6.2 DAILY REPORTS	6-2
6.3 RECORD KEEPING AND PHOTO-DOCUMENTATION	6-2
6.4 REMOVAL ACTION COMPLETION REPORT	6-2
7 SCHEDULE	7-1
8 REFERENCES	8-1



Greenfield Environmental Multistate Trust, LLC
Trustee of the Multistate Environmental Response Trust

Example Work Plan

Kerr-McGee Columbus, MS Site

2	PROPOSED REMOVAL ACTION	2-1
2.1	REMEDIAL ACTION OBJECTIVES	2-1
2.2	REMOVAL ACTION LEVELS.....	2-1
2.3	SUMMARY OF PROPOSED ACTION.....	2-2
2.4	OVERALL CONSTRUCTION SEQUENCE	2-3
2.5	SOIL SEGREGATION.....	2-4
2.6	OU-1 REMOVAL.....	2-5
2.6.1	Zone 2.....	2-5
2.6.2	Zone 3.....	2-6
2.6.3	Excavation and Backfill Sequence	2-6
2.7	EXCAVATION EXTENTS.....	2-7
2.7.1	Lateral Extent of Excavation	2-7
2.7.2	Vertical Extent of Excavation.....	2-8
3	MATERIALS AND WASTE MANAGEMENT	3-1
3.1	SOIL MANAGEMENT	3-1
3.1.1	Exclusion Zones.....	3-1
3.1.2	Soil Stockpiles within Exclusion Zone(s)	3-2
3.1.3	Contamination Reduction Zone	3-2
3.1.4	Support Areas.....	3-2
3.2	CHARACTERIZATION OF EXCAVATED SOIL FOR OFFSITE DISPOSAL	3-2
3.3	CHARACTERIZATION OF EXCAVATED SOIL FOR USE AS BACKFILL	3-3
3.4	OFFSITE TRANSPORT AND DISPOSAL.....	3-3
3.5	POLLUTION CONTROL	3-4
4	BACKFILL AND SITE RESTORATION	4-1
4.1	IMPORTED BACKFILL REQUIREMENTS.....	4-1
4.1.1	Chemical Acceptance Criteria	4-1
4.1.2	Stockpiling.....	4-2
4.1.3	Demarcation and Placement	4-2
4.2	SITE RESTORATION.....	4-2

Section 2

- Summarizes the scope of the remedial action
- Defines extent of excavation

Sections 3 and 4

- Describes requirements for excavation and disposal of soils
- Describes requirements for backfilling and restoration of the excavated area



Example Work Plan

Kerr-McGee Columbus, MS Site

Section 5 – Specifies management requirements, including:

5	REMOVAL ACTION MANAGEMENT	5-1
5.1	PROJECT ORGANIZATION AND OVERSIGHT	5-1
5.2	ACCESS AGREEMENTS AND PERMITTING	5-2
5.2.1	Property Access Agreements	5-2
5.2.2	Stormwater Permitting	5-2
5.2.3	Traffic Control Permitting	5-2
5.2.4	Wastewater Disposal Permitting.....	5-2
5.2.5	U.S. Army Corps of Engineers Nationwide Permit.....	5-3
5.3	TRAFFIC CONTROL	5-3
5.4	SITE SECURITY	5-4
5.5	WORK HOURS.....	5-4
5.6	SURVEYING	5-4
5.7	WATER MANAGEMENT.....	5-5
5.7.1	Construction-Generated Wastewater	5-5
5.7.2	Non-contact Stormwater	5-6
5.8	HEALTH AND SAFETY	5-6
5.8.1	Air Quality Monitoring	5-7
5.8.2	Noise Control.....	5-7
5.9	CONTINGENCY PLANNING.....	5-8
5.9.1	Unanticipated Site Conditions.....	5-8
5.9.2	Major Storm Events.....	5-8
5.9.3	Fires/Explosions/Spills.....	5-9
5.10	COMMUNITY OUTREACH.....	5-9
5.11	DEMOBILIZATION	5-10
5.12	QUALITY CONTROL/QUALITY ASSURANCE.....	5-10

- Permitting
- Traffic control
- Work hours
- Surveying
- Water management
- Contingency planning
- Community outreach
- Demobilization
- Quality Control/Quality Assurance



Example Work Plan

Kerr-McGee Columbus, MS Site

6	REPORTING AND RECORD KEEPING	6-1
6.1	CONTRACTOR SUBMITTALS	6-1
6.2	DAILY REPORTS	6-2
6.3	RECORD KEEPING AND PHOTO-DOCUMENTATION	6-2
6.4	REMOVAL ACTION COMPLETION REPORT	6-2

Section 6

- Requires a series of construction submittals that describe how the prime contractor will meet the requirements specified
- Submittals will be due after the bid process is complete
- Multistate Trust will provide assistance, as needed, to support the prime contractor's development of the submittals

- | | |
|---|---|
| ✓ Stormwater Pollution Prevention Plan | ✓ Excavation and Backfill Plan |
| ✓ Traffic Control Plan | ✓ Equipment Decontamination and Cross-Contamination Prevention Plan |
| ✓ Health and Safety Plan | ✓ Restoration Plan |
| ✓ Spill Prevention Control and Countermeasures Plan | ✓ Construction Reporting Plan |
| ✓ Site Preparation Plan | ✓ Construction Sequencing and Schedule |
| | ✓ Contingency Plan |



Preparing an Effective Bid

Approach to Executing the Work

- ✓ Clear understanding of the scope of work, with proposed alternatives described in detail if appropriate
- ✓ Logical approach to executing the work, including:
 - Locations of work zones
 - Sequencing of work
 - Resource planning
- ✓ Access to equipment to efficiently execute the work
- ✓ Demonstrated experience on similar projects



Preparing an Effective Bid

Commitment to Local Subcontracting

- ✓ Describe proximity of business to Site
- ✓ Detail how tasks will be executed, either through self-performance and/or the use of subcontractors
 - Site preparation (logging, clearing, fencing, etc.)
 - Excavation, hauling, backfill, grading, restoration
 - Storm water management
 - Surveying
- ✓ If subcontractors are needed, share information about efforts made to identify and recruit local subcontractors



Preparing an Effective Bid

Cost and Financial Information

- ✓ Provide clear detail to support cost estimate; unclear information can lead to cost overruns
- ✓ Identify any specifications that may be missing from bid materials
- ✓ Describe all assumptions made in order to estimate costs
- ✓ Collect cost estimates from local subcontractors
- ✓ Provide all requested financial information



Uncertainty in Contracting Plans

- ✓ OU2 contracting depends on EPA-led Superfund process and other legal requirements, which could introduce delays.
- ✓ Final EPA-selected remedy (or EPA approval of OU2 remedial action plan) could impact construction, scope, and schedule.
- ✓ Uncertain ability to match job skill/training requirements and availability/interest of qualified prime contractor and subcontractors.
- ✓ Timing of training and employment opportunities is important. Goal is to employ those who successfully complete training program(s).



Feedback on Contracting Process

Multistate Trust requests feedback and recommendations on proposed contracting process:

- ✓ Outreach/communications to reach pool of qualified/interested candidates for prime contractor and subcontractors
- ✓ Transparency in approach to prime contractor bid process
- ✓ Training recommendations for contractors and subcontractors
- ✓ Ideas for ensuring fair, equitable local contracting
- ✓ Other feedback

To provide written feedback, please fill out the contractor survey or contact us directly (cw@g-etg.com or re@g-etg.com)



Questions and Discussion



Multistate Trust Contact Information

- Claire Woods, Multistate Trust Director of Environmental Justice
 - (910) 765-7237, cw@g-etg.com
- Richard Elliott, Multistate Trust Project Manager
 - (617) 953-1154, re@g-etg.com
- Cindy Brooks, Multistate Trust Managing Principal
 - (617) 448-9762, cb@g-etg.com

