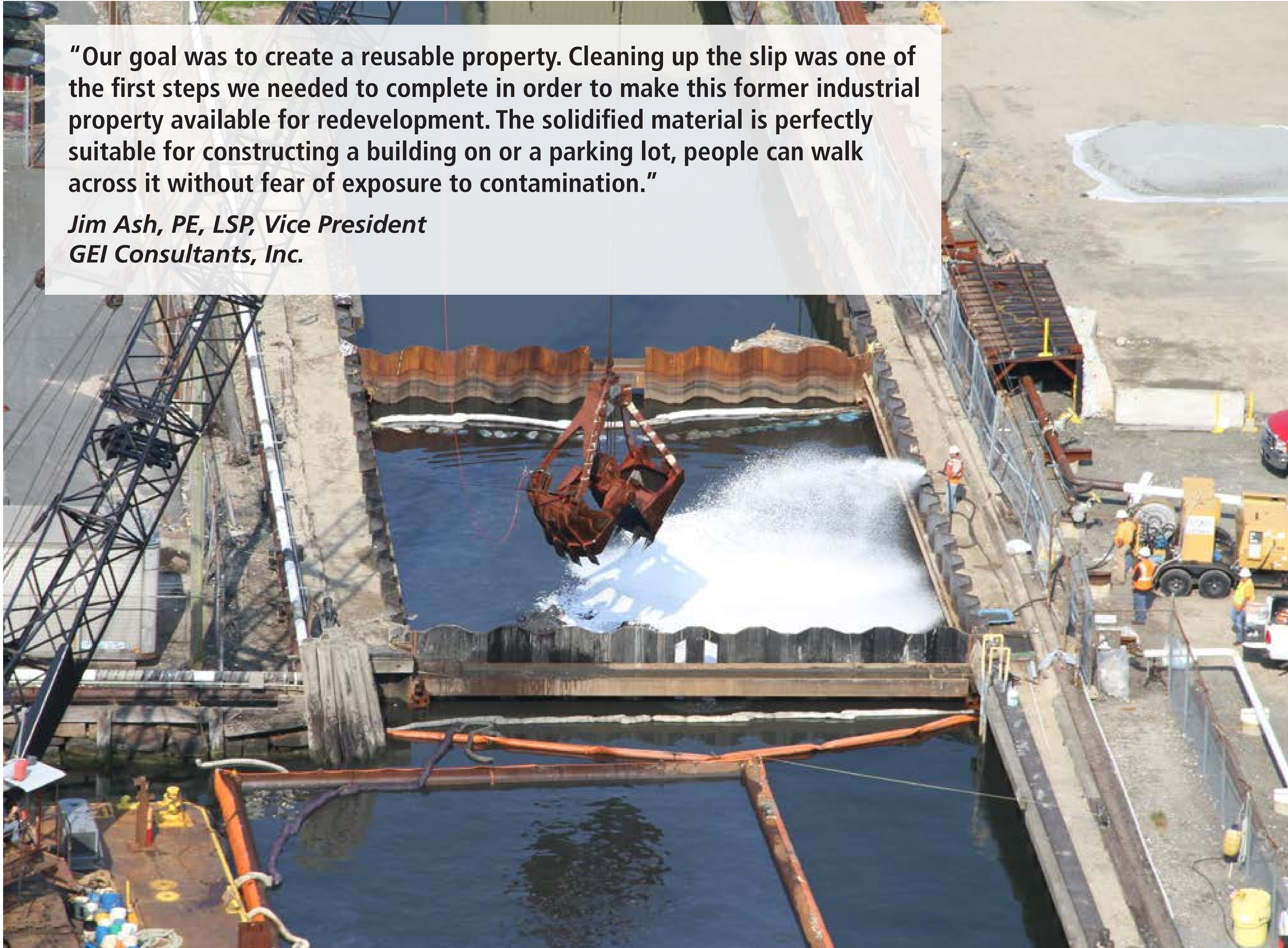


“Our goal was to create a reusable property. Cleaning up the slip was one of the first steps we needed to complete in order to make this former industrial property available for redevelopment. The solidified material is perfectly suitable for constructing a building on or a parking lot, people can walk across it without fear of exposure to contamination.”

*Jim Ash, PE, LSP, Vice President
GEI Consultants, Inc.*



PRIVATIZATION IN PRACTICE

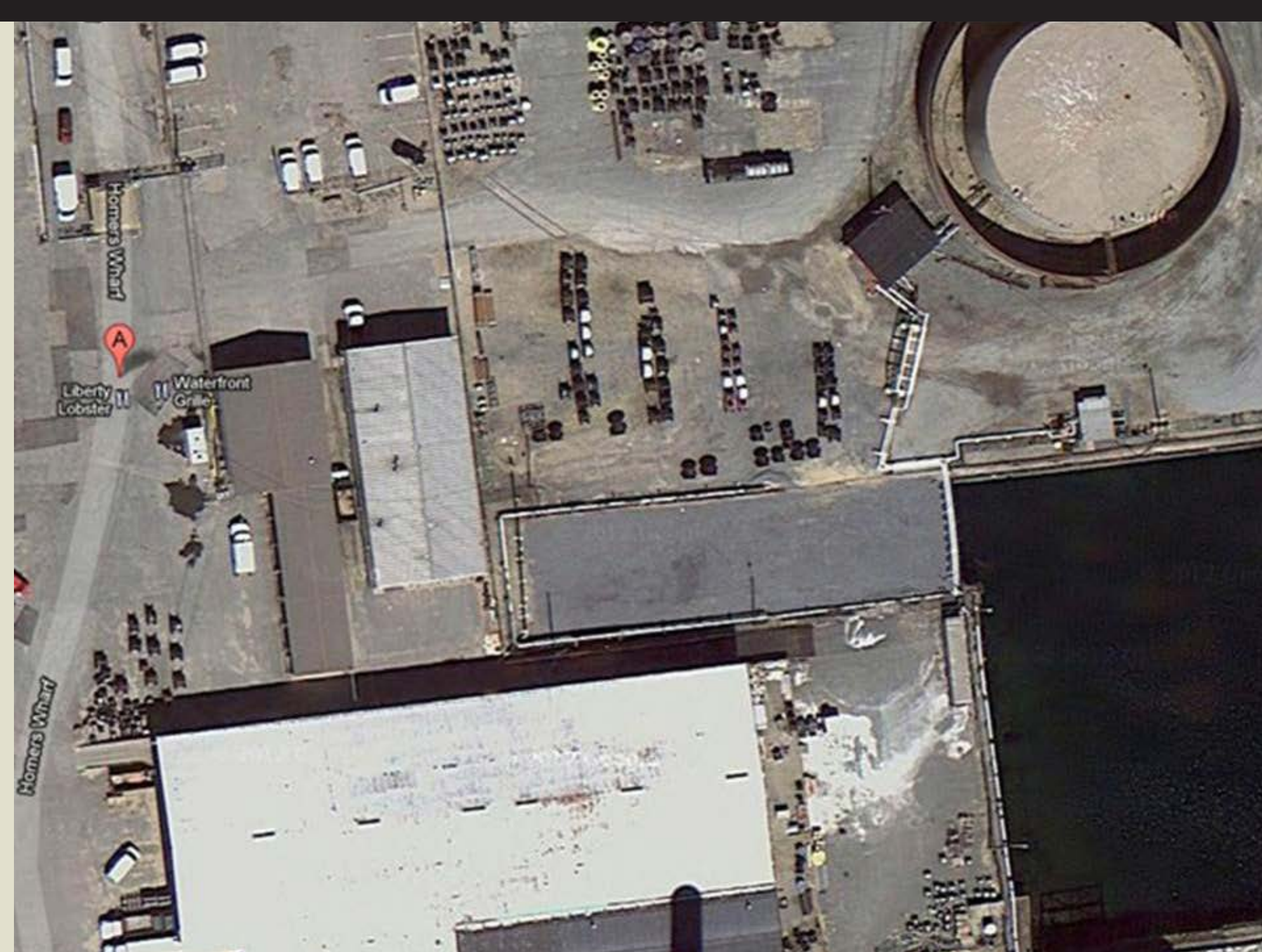
GEI Consultants, Inc.
New Bedford MGP Sediment Remediation
NSTAR Gas Company, New Bedford, Massachusetts



In 2010, NSTAR Gas Company retained GEI Consultants Inc. (GEI) of Woburn, MA to address waterside contamination on a parcel of land on New Bedford Harbor, New Bedford, MA. A portion of the property adjacent to the site was used as a manufactured gas plant and a tar processing facility until the 1960s. Investigation results indicated that releases from these facilities were the likely sources of sheen on the water and tar in harbor sediment. The primary contaminants of concern included total volatile organic compounds, polycyclic aromatic hydrocarbons, inorganic compounds, and non-aqueous phase tar.

GEI's remediation plan for the site included permanently closing off and containing the contaminated sediment in the Inner Slip portion of the site, and dredging of designated portions of the Outer Slip and placing of the dredged sediment in the Inner Slip. In-Situ Solidification was conducted for the Inner Slip and Outer Slip dredge spoil. The solidified material in the Inner Slip was capped, and an aquatic cap was provided for the remaining Outer Slip sediments. Sustainable technologies and approaches were selected to reduce or mitigate the environmental impact of the site cleanup. The approach used, as compared with conventional excavation, transportation and off-site thermal treatment reduced the carbon footprint by 125,000 gallons of diesel fuel, or the equivalent of 2,000 cars off the road for one year.

Remediation work on this \$7 million brownfields site began in June 2011 and was completed in October 2011. NSTAR and GEI worked closely with federal, state, and local regulators to streamline the intricate permitting process. Aquatic life is returning to the Outer Slip area and the property is now available for economic development.



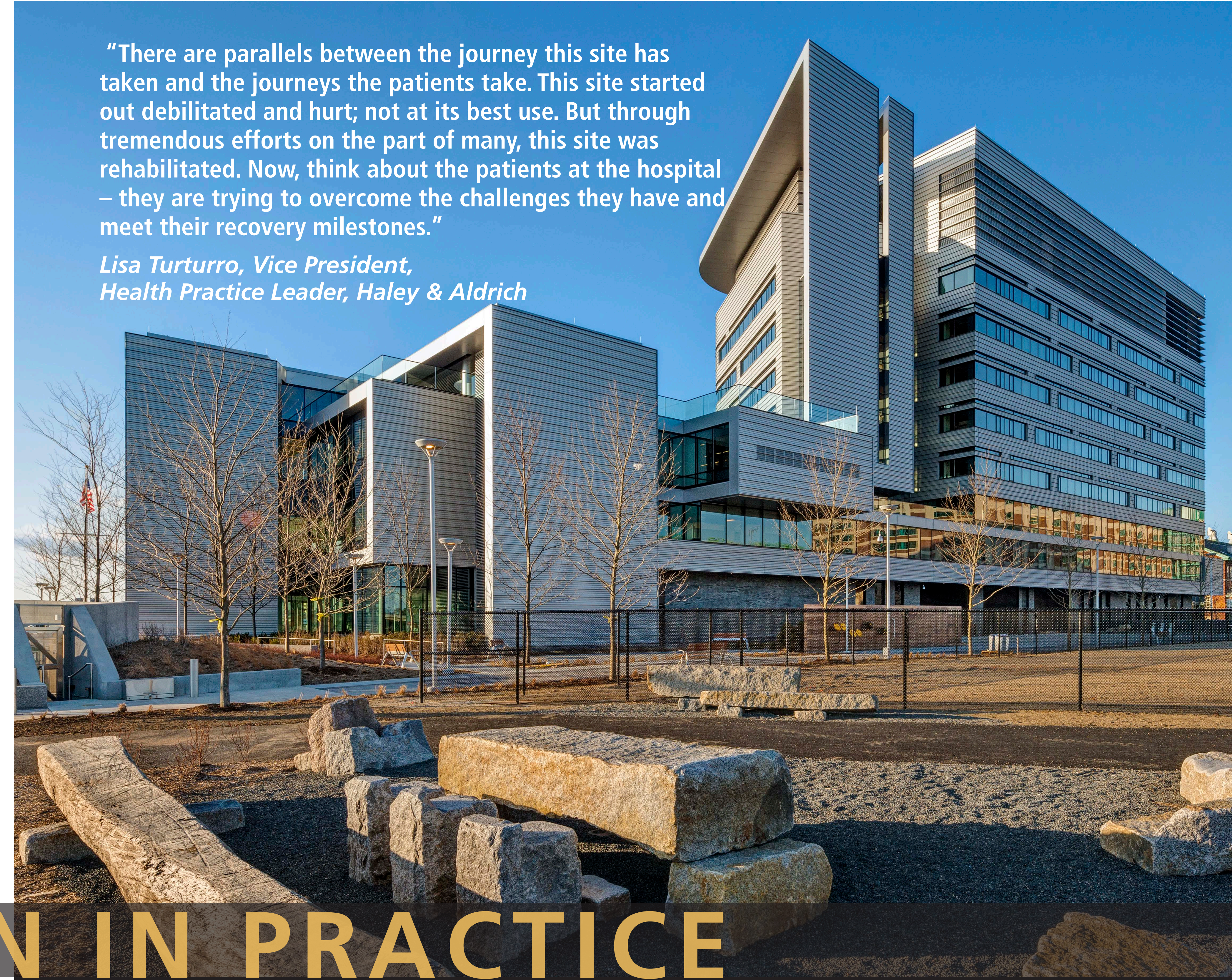
“The LSP program takes some of the weight off the state by tasking it to this large group of experienced professionals. This is one of the key advantages of the LSP program compared to programs in other states. It can add a lot of time to wait on the final decision making of individual regulators in other states.

The LSP program can allow a really complicated site to go from design to permitting to regulatory closure in a very short period of time.”

*Jim Ash, PE, LSP, Vice President
GEI Consultants, Inc.*

“There are parallels between the journey this site has taken and the journeys the patients take. This site started out debilitated and hurt; not at its best use. But through tremendous efforts on the part of many, this site was rehabilitated. Now, think about the patients at the hospital – they are trying to overcome the challenges they have and meet their recovery milestones.”

*Lisa Turturro, Vice President,
Health Practice Leader, Haley & Aldrich*



Haley & Aldrich, Inc.
Spaulding Rehabilitation Hospital
Charlestown, Massachusetts



When Partners Health Care was siting its new nine-story, 260,000-square-foot rehabilitation facility on 5.3 acres of the former Charlestown Naval Yard, it was faced with the daunting task of cleaning up more than a century's worth of contamination. Initially part of the harbor, the site had been used as a timber receiving basin in the late 1800s, and was then filled to create land for expansion of the Navy Yard. The Navy constructed a granite block seawall and steel sheet bulkheads along with numerous facilities for storage, shipbuilding and repair operations. Years of use by the Navy resulted in the site soils being impacted by a number of contaminants, including PCBs, metals, and petroleum.

Although the project could have gone forward with an Activity and Use Limitation to prevent unacceptable exposures to residual soil contamination, the owner decided that it wanted to clean the site up to an “unrestricted use” standard. In conjunction with the construction of the new facility, Haley & Aldrich, Inc., of Charlestown, MA, oversaw the removal of 80,000 cubic yards of contaminated soil for environmental cleanup and foundation construction, the removal of hundreds of granite blocks and historic timbers which have been recycled into the landscape design at the hospital, and the construction of a new harborwalk along the adjacent parcel. The strategy included conducting remedial excavations concurrent with the construction of below-grade space in order to minimize both project costs and disruption to neighborhood. The remediation program took 12 months and had a price tag of \$23 million.

The \$225 million Spaulding Rehabilitation Hospital project broke ground in 2010, and the new state-of-the-art facility opened its door to patients in April 2013. Partners Health Care anticipates that the facility will handle 2,400 inpatient admissions, and 200,000 outpatient therapy visits, each year.



In Massachusetts we have this wonderful framework within which we make decisions as LSPs. We understand the guideposts and know the rules, but we don't have to wait for the regulators to buy in every step of the way. We can proceed. In other states, there are time periods of waiting, and waiting can kill a project.”

*Lisa Turturro, Vice President,
Health Practice Leader, Haley & Aldrich*