merjent

p [redacted] ■ f [redacted] ■ www.merjent.com

1 Main Street SE ■ Suite 300 ■ Minneapolis, Minnesota ■ 55414

July 18, 2025

Matt Manning, Procurement Contact
Nebraska Department of Natural Resources
245 Fallbrook, Suite 201
Lincoln, Nebraska 68521

Re: RFP NDNR25-01, Perkins County Canal Project Third-Party Environmental Impact Statement

Dear Mr. Manning:

Merjent, Inc. (Merjent) appreciates the opportunity to submit the attached proposal to the Nebraska Department of Natural Resources for the Perkins County Canal Third-Party EIS (Project). Our proposed team has extensive experience preparing third-party Environmental Impact Statements for large-scale, multi-state infrastructure projects, including controversial water projects where the U.S. Army Corps of Engineers is the lead or cooperating agency. We have carefully reviewed the Request for Proposal and we are confident that our team's approach will best meet the needs of the U.S Army Corps of Engineers (USACE) and the Nebraska Department of Natural Resources (NeDNR) due to our:

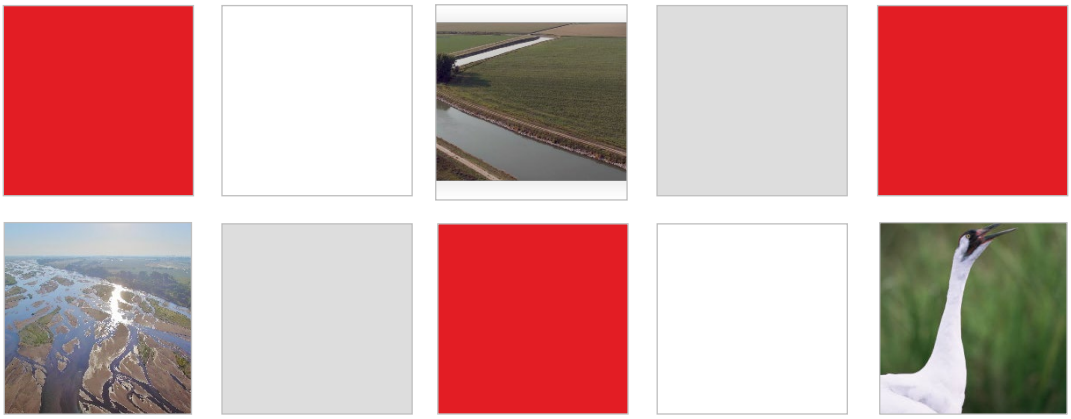
- deep bench of NEPA experts and experience in CWA Section 404(b)(1), ESA Section 7 consultations, and NHPA Section 106 requirements;
- project and consultation experience in Nebraska and Colorado, and with water uses, interconnections, and return flows within the Platte River Basin;
- trusted tools and techniques for performing NEPA work on tight timelines;
- specialized experience with project management and public involvement coordination on complex projects with high public interest; and
- proposed approach that addresses the needs of the Project based on our experience on similar projects in the Perkins County Canal area.

Our experience and approach will result in a streamlined process that will generate a defensible National Environmental Policy Act document. We appreciate the opportunity to propose on this Project and our team looks forward to working with the NeDNR and USACE on this regionally important Project. Project Manager, Jared Baxter, is Merjent's Responsible Contact and can be reached at [redacted] or [redacted] Chief Growth Officer, John Canne, is Merjent's authorized representative to commit to the Project.

Sincerely,

[redacted]
John Canne
Chief Growth Officer

[redacted]
Jared Baxter
Project Manager



Nebraska Department of Natural Resources

Perkins County Canal Project Third-Party Environmental Impact Statement

RFP# NDNR25-01

TECHNICAL PROPOSAL

PRESENTED BY MERJENT, INC.

July 18, 2025

merjent

CONTENTS

ATTACHMENTS

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SECTION 1. REQUEST FOR PROPOSAL FORM, BIDDER CONTACT SHEET AND CERTIFICATE OF LIABILITY INSURANCE

Request for Proposal for Contractual Services

Please see Attachment A for a signed copy of the Request for Proposal for Contractual Services.

Bidder Contact Sheet (Form A)

Please see Attachment B for Form A, Bidder Contact Sheet.

Certificate of Liability Insurance

Please see Attachment C for our Merjent, Inc. (Merjent) sample certificate of liability insurance.

SECTION 2. EXECUTIVE SUMMARY

Merjent is pleased to present this proposal for the Perkins County Canal Project Third-Party Environmental Impact Statement (EIS) Project (Project). Merjent's primary objective within this proposal is to assist the U.S. Army Corps of Engineers (USACE) in its preparation of an EIS that is consistent with the July 3, 2025 National Environmental Policy Act (NEPA) implementing regulations and the Department of Defense June 2025 NEPA Implementing Procedures; and, at a minimum, inclusive of a Clean Water Act (CWA) Section 404 individual permit application that satisfies the USACE public interest review requirements and USACE Section 404(b)(1) guidelines, a biological assessment in compliance with the Endangered Species Act (ESA), and a Section 106 consultation in compliance with the National Historic Preservation Act (NHPA).

Our best qualification for this work is the experience of our team. The proposed Merjent team has worked on over 15 third-party EIS's with several federal agencies, including the USACE, for whom we've submitted hundreds of CWA permit applications, including Nationwide Permits, Individual 404 Permits, and 401 Water Quality Certifications, as well as Section 408 and Section 10 Permits. Merjent has provided project management assistance coordination, project record support, and NHPA Section 106 coordination and consultation for over 50 NEPA projects, and ESA consultation on over 30 projects.

Based on our experience and the Request for Proposal (RFP), the most important components of our technical proposal to prepare the EIS include:

- NEPA expertise
- Project management assistance and coordination

- Nebraska Department of Natural Resources (NeDNR) and cooperating agency coordination
- Public involvement and participation
- CWA Section 404 permitting and compliance with the 404(b)(1) Guidelines and USACE public interest review requirements
- Hydrologic and hydraulic modeling (in support of the Water Rights, Water Supply and Demand Assessment; the water resources EIS section; and, likely the Section 7 consultation)

The proposed Merjent Project management team has extensive experience providing third-party EIS assistance to federal agencies, evaluating large, publicly visible water projects. Jared Baxter, the proposed Project Manager, has eight years of experience leading the NEPA compliance process for large-scale water projects with CWA, ESA, and NHPA components. Rebecca Sloan, the proposed Deputy Project Manager, has 18 years of experience working on multi-disciplinary NEPA, ESA, and CWA permitting teams for large-scale water, transportation, and energy projects. And Jeff Mackenthun, the Principal in Charge, is an experienced NEPA practitioner with 28 years of experience planning, permitting, and constructing large-scale infrastructure projects across the Midwest.

As a complex Project with high public visibility, the Project will likely have a significant number of cooperating and participating agencies as well as great interest from the public. This level of engagement requires extremely efficient Project and document management and well-designed and implemented cooperating agency and public involvement plans to maintain the proposed schedule and maximum page limits. The Merjent team includes Peter Rocco and Jo Render, who will provide Project coordination, public involvement, and documentation management to the USACE. Mr. Rocco and Ms. Render have over 40 years of experience providing project management and document support services.

The two most technically complex components of the proposed Project will be the CWA Section 404 permitting and the hydrologic and hydraulic modeling. The preparation of these sections will require familiarity with the USACE public interest review requirements, USACE Section 404(b)(1) guidelines, the USACE's 2018 Hydrologic Modeling Guidelines for Regulatory Permit Actions Final Technical Report and Checklist, and the Platte River Basin water uses, return flows, and water supply interconnections. Water Resources Lead Scott Airato has 23 years of Nebraska engineering and water rights and water use experience. USACE Permitting Lead Emily Nelson has 20 years of environmental consulting experience with a specialty in USACE permitting.

SECTION 3. CORPORATE OVERVIEW

Bidder Identification and Information

Full Company Name: Merjent, Inc.

Company Headquarters Address: 1 Main Street SE, Suite 300, Minneapolis, Minnesota 55414

Entity Organization: S-Corporation

State Incorporated: Minnesota

First Year Authorized to do Business: 2004

Federal Employer Identification Number: [redacted]

Merjent was incorporated in August 2004 as MERJ Consulting, Inc. and the name was formally changed to Merjent, Inc. a few months later.

Financial Statements

Please see Attachment D for a copy of Merjent's financial statements.

Banking Reference: [redacted]

Merjent does not have any pending or expected litigation.

Change of Ownership

Merjent may add minority shareholders during the next 12 months, but an overall change in ownership to an outside firm will not occur.

Office Location

Company Headquarters Address: 1 Main Street SE, Suite 300, Minneapolis, Minnesota 55414

Licensure

Merjent has and will maintain all necessary licensures during the term of the Project.

Relationships with the State

Merjent has not had any dealings with the State of Nebraska over the previous five years.

Bidder's Employee Relations to State

Merjent does not have any parties named in our response who have been an employee of the State of Nebraska within the past 12 months.

Contract Performance

Merjent has not had a contract terminated for default or convenience in the past five years.

Summary of Bidder's Corporate Experience

Company Overview

Founded in 2004 in Minneapolis, Minneapolis, Merjent provides a wide range of engineering, environmental, field, and restoration services across the U.S. in the pipeline, power generation and transmission, renewable fuels, water, and transportation sectors, including third-party contractor support. We have a staff of more than 200 environmental, engineering, regulatory compliance, and project management consultants whose mission is to "promote an environment where people and projects succeed."

> ***"I have no hesitation in recommending Galileo and Merjent's assistance with future projects."***
> Janell Corey, former Realty Specialist
> BLM Little Snake Field Office

Galileo Project, LLC (Galileo) joined Merjent in 2024, adding specialists in public involvement and facilitation, environmental law, information management, and administrative support. Galileo, experts in project management assistance, will maintain the decision file, provide communication and coordination support, perform technical writing and editing, lead the NHPA Section 106 process, implement public and stakeholder engagement services, and assist technical staff with deliverables. Together, we are prepared to perform the wide variety of environmental review and public engagement tasks that are managed under NEPA.

Project Experience

Merjent understands how the regulatory review process proceeds, the steps involved, and the expected resource issues that may be encountered for this Project. We are experienced in the efficient review of resource reports and quickly resolving any conflicts with USACE regulatory guidance.

We understand how to provide impact assessment and analysis per resource, consider direct and indirect impacts per Project plans, and analyze additional information USACE or state regulatory agencies may request. In these efforts, our objectives will be the same as the USACE's: to complete environmental analyses that are high quality, thorough, and defensible under prescriptive regulatory timelines, and to manage the review processes prescribed by environmental laws and agency regulations – all with the goal of promoting accessible and transparent public due process. Combined, the three projects described

below are the most recent, relevant projects highlighting our third-party EIS, CWA Section 404, and familiarity with the Platte River Basin water uses, return flows, and water supply interconnections.

Lake Powell Pipeline Project EIS | Bureau of Reclamation

The Lake Powell Pipeline Project is a proposed 140-mile, 69-inch-diameter water delivery pipeline that begins at Lake Powell near Glen Canyon Dam in Page, Arizona, and ends at Sand Hollow Reservoir near St. George, Utah. The Bureau of Reclamation (Reclamation) was the lead Federal agency for the development of the EIS.

PROJECT DETAILS

- Scheduled/Actual Completion Dates: Sept. 2019—Sept. 2023 (on hold)
- Planned/Actual Budge[redacted] (on hold)
- Reference[redacted]
- Prime Consultant
- Project Relevancy
  - » Water rights and related issues
  - » NEPA/EIS
  - » USACE authorization

Merjent, through the Galileo Project division, provided project management assistance coordination services to Reclamation and the Bureau of Land Management (BLM) for the EIS process, and the BLM Resource Management Plan Amendment (RMPA) NEPA process, and for the overall Section 106 and Section 7 processes. Merjent assisted with coordination of executive level meetings within the Department of the Interior (DOI), DOI Cooperator meetings, Section 106/PA Consulting Party meetings, Section 7/Biology Workgroup meetings, and resources specific meetings. Merjent planned and executed the public scoping process for the RMPA held during the original Federal Energy Regulatory Commission (FERC) process as well as for Reclamation's EIS, consolidated scoping comments, and prepared the Scoping Report. Merjent assisted with Tribal mailings and communication; editing and formatting the Programmatic Agreement; and maintained the Tribal Consultation Database. Merjent also maintains the Reclamation and BLM decision files, which required the initial processing of a 7-year backlog of documents.

Prior to joining Merjent in February 2025, Project Manager Jared Baxter managed the interdisciplinary team for Reclamation in preparation of the EIS, managed the EIS contractor author team, coordinated document preparation and reviews, and supported Reclamation management in all aspects of the NEPA compliance process.

TC Energy ANR Pipeline Heartland Project | USACE Permitting and Section 7 and Section 106 Consultations

Merjent is currently supporting ANR Pipeline, a subsidiary of TC Energy, with environmental services for the Heartland Project, which includes construction of 68.9 miles of new pipeline and replacement of 1.5 miles of existing pipeline along existing ANR lines in Wisconsin and Illinois. Proposed project facilities will include construction of three new compressor stations and two new meter stations, plus modifications to an existing compressor station and three meter stations in Illinois and Wisconsin. Major permits, authorizations, and consultation Merjent is responsible for obtaining include a FERC Section 7(c) certificate, USACE Chicago and St. Paul Districts CWA Section 404 authorizations, Wisconsin Department of Natural Resources Individual Permit, Illinois Individual Water Quality Certification, and ESA Section 7 and Section 106 consultations. In addition, Merjent is responsible for completing environmental surveys for the project.

PROJECT DETAILS

- Scheduled/Actual Completion Dates: 2023—2027/2024—In Progress
- Planned/Actual Budget: [redacted]
- Reference: [redacted]
- Prime Consultant
- Project Relevancy
  - » CWA Section 404 Permitting
  - » ESA Section 7 Consultation
  - » NHPA Section 106 Consultation

Central Nebraska Public Power and Irrigation District Environmental Assessment for FERC Non-Capacity Amendment of License

Prior to joining Merjent in May 2025, FERC Chicago Regional Office Branch Chief Scott Airato coordinated the Flood Surcharge Evaluation and Water Quantity Evaluation for the FERC Division of Dam Safety with the FERC Division of Hydropower Administration and Compliance to inform the Environmental Assessment for the Non-Capacity Amendment of the Project Boundary. The water resource analyses associated with this were to determine what lands would be affected by a sudden or rapid rise in pool elevation resulting from significant inflows surcharging into the system, failure of a system component, or operating error. This included evaluations of project operations during passage of the Inflow Design Flood at Jeffrey Canyon, for passage of the Probable Maximum Flood at Johnson Lake Dam,

PROJECT DETAILS

- Scheduled/Actual Completion Dates: Dec. 2020—Apr. 2024 / Dec. 2020—Apr. 2024
- Planned/Actual Budget: Scott Airato performed this work while the Branch Chief at FERC so there was no official cost
- Reference [redacted]
- Prime Consultant
- Project Relevancy
  - » NEPA
  - » Water Engineering
  - » South Platte River

and to verify canal capacity requirements for water volumes potentially retained between the Central Nebraska Public Power and Irrigation District's (Central's) gates and dams and whether the proposed surcharge elevations associated with the additional lands proposed to be included within an amended project boundary were accurate and acceptable for safe project operations.

Work with staff from Central for additional information and project operation understanding was key to ensuring accurate analyses. Central, licensee for the Kingsley Dam Project FERC Project No. 1417, coordinates operations for irrigation and power production purposes with the North Platte Keystone Diversion Dam Hydroelectric FERC Project No. 1835, located between the upper and lower project works of the Kingsley Project. Water released from Central's Lake McConaughy flows directly to the Keystone Diversion Dam of Project No. 1835, a portion of which flows into the Nebraska Public Power District's (NPPD's) Sutherland Canal and then returns to the South Platte River through NPPD's canal system just south of North Platte, Nebraska. Central's Diversion Dam diverts water from the Platte River just below the confluence of the North and South Platte Rivers into a 75-mile-long Supply Canal ultimately delivering water to three main irrigation canals, E65, E67, and Phelps. As water travels through the Supply Canal, it produces power at Jeffrey Canyon, Johnson No. 1, and Johnson No. 2 powerhouses. The Supply Canal contains lengths of constructed canal embankments and sections of canal constructed as an excavated channel with higher natural banks. Flows and water levels in the Supply Canal are controlled by a series of radial gate check structures and siphonic spillways. The FERC license includes specific articles related to instream flows and water conservation and supply efforts in the Platte River Basin requiring an annual Environmental Account stored and delivered from Lake McConaughy.

Central filed a non-capacity amendment of license application requesting FERC approval to modify the project boundary based on an analysis of which existing lands and shorelines around the project reservoirs are needed for project operation and maintenance and other project purposes, including public recreation, protection of environmental and cultural resources, shoreline control, shoreline erosion and stabilization, and flowage.

TABLE 1 – Additional Project Experience										
Project Name	EIS	EA	Corps is Lead or Cooperating Agency	Section 404 Wetland Permitting	BA	T&E Species/ Section 7 Consult	Cultural/ Section 106	Tribal Coordination	Water Use	Multi-State
Atlantic Coast Pipeline and Supply Header Project	●		●			●	●	●	●	●
Bay Delta Conservation Plan*	●			●	●	●			●	
Big Sandy Reservoir Enlargement*		●	●		●	●	●	●	●	
California High-Speed Rail*	●			●	●	●				
California WaterFix*	●				●	●				
Delta Conveyance Plan*	●		●		●	●				
Driftwood Line 200 and Line 300 Project	●					●	●		●	
Green River Block Water Exchange Contract*		●				●	●	●	●	
Grainbelt Express	●		●	●	●	●		●		●
High Plains Project	●					●	●		●	
Lake Powell Pipeline	●		●	●	●	●	●	●	●	●
Lava Ridge	●		●	●	●	●	●	●	●	
Leidy Southeast Expansion Project		●	●			●	●		●	
Milwaukee County North South Bus Rapid Transit*		●		●		●				
Northeast Supply Enhancement Project Amendment		●	●			●	●		●	
Ohio Department of Transportation				●		●				
Ruby Pipeline Project	●		●			●	●	●	●	●
Sierrita Pipeline Project	●					●	●		●	
Southeast Market Pipelines Project	●		●			●	●	●	●	●
Southside Reliability Enhancement Project	●					●	●		●	●
TC Energy ANR Pipeline Heartland Project			●	●		●	●		●	●
TC Energy ANR Pipeline Wisconsin Reliability Project				●		●	●			
Washington County Regional Reuse and Purification System	●			●	●	●	●	●	●	
WisDOT I-41 Appleton to De Pere*		●	●	●		●				
Wolf Creek Reservoir	●		●		●		●	●	●	●
* *Work completed by staff member prior to joining Merjent*										

Summary of Bidder's Proposed Personnel/Management Approach

Merjent has assembled an experienced and knowledgeable team of environmental professionals to efficiently assist the Nebraska Department of Natural Resources and the U.S. Army Corps of Engineers. **Project Manager Jared Baxter** will be the primary contact and can be reached at [redacted] or [redacted]

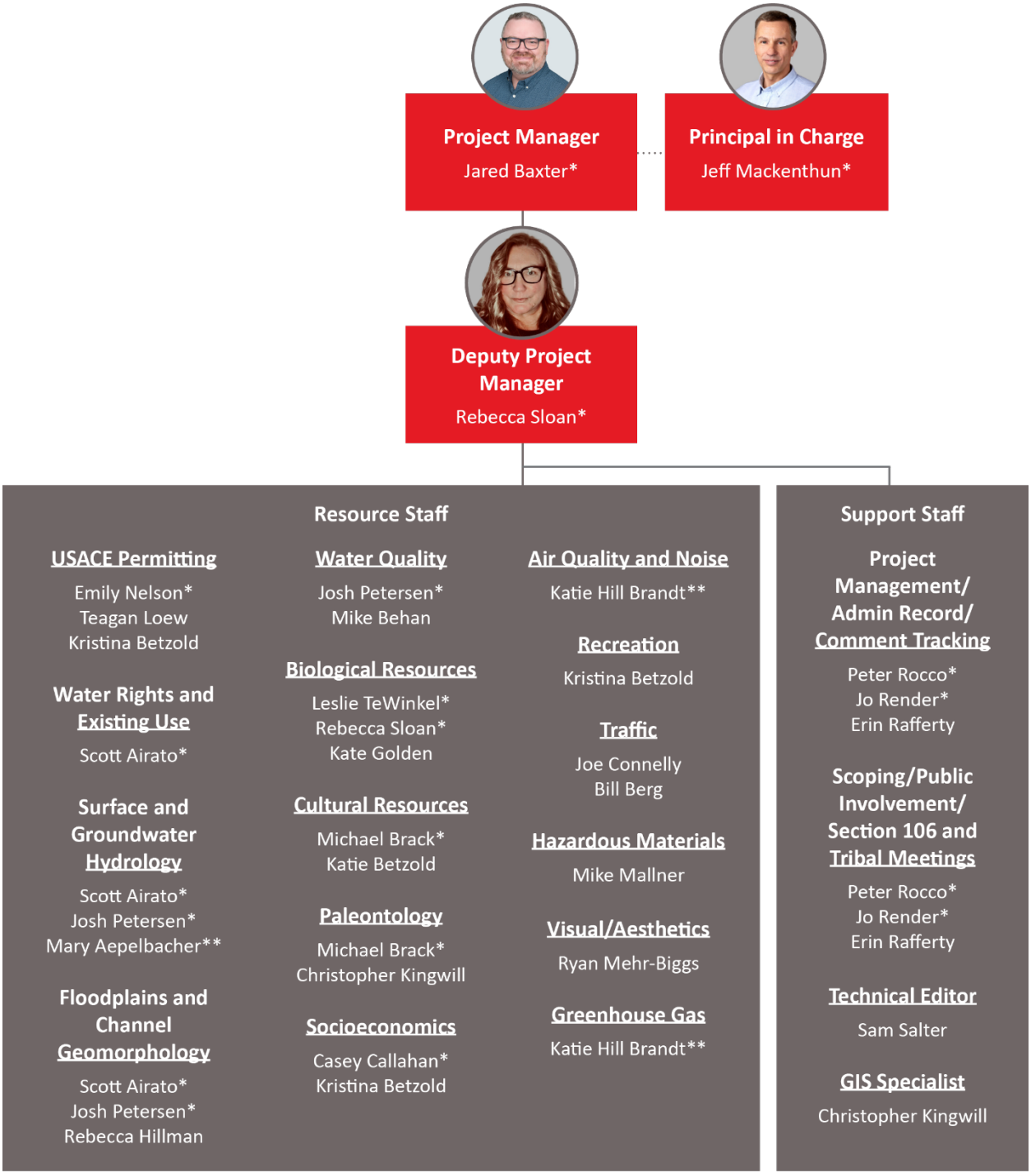
Additional members of our Project Management team include **Principal in Charge, Jeff Mackenthun** and **Deputy Project Manager, Rebecca Sloan** (see biographies of our Project Management Team on the following pages). Our Project Management team will be supported by a deep bench of resource and technical specialists who have experience working on large, complex projects including **Water Resources Lead, Scott Airato** and **USACE Permitting Lead, Emily Nelson**. Mr. Airato has 23 years of Nebraska engineering and water rights and water use experience and Ms. Nelson has 20 years of environmental consulting experience with a specialty in USACE permitting (see additional qualifications in Table 1 below).

An organizational chart of our full team (see Figure 1 below), biographies of our Project Management team, and summaries of key personnel are provided on the following pages. Please see Attachment E for resumes and references for our entire team.

Subcontractors

Merjent can perform all tasks in-house and will not require subconsultants.

FIGURE 1: Organizational Chart



*Key Personnel
**Nebraska Licensed Engineer

Project Management Team

Jared Baxter | Project Manager

Mr. Baxter is a Senior Project Manager with more than eight years of experience in the federal permitting process, specializing in NEPA compliance. Mr. Baxter began his career as a NEPA specialist for the Bureau of Reclamation and managed the NEPA process for high-profile and complex projects, including the $2 billion Lake Powell Pipeline Project. He has managed teams reviewing NEPA documents, conducted public meetings, and routinely coordinated with Federal and State agencies regarding NEPA compliance. Mr. Baxter is also an expert in biological resources, having completed multiple ESA Section 7 consultations.

PROJECT ROLE

Mr. Baxter will lead all day-to-day tasks, including planning, budgeting, and managing logistics and will ensure all compliance requirements are met.

Rebecca Sloan | Deputy Project Manager

Ms. Sloan is a Senior Project Manager and Biologist with 17 years of experience managing and writing technical analyses in compliance with the ESA, NEPA, and CWA for water, transportation, and energy projects led by the U.S. Army Corps of Engineers, Bureau of Reclamation, Bureau of Land Management, and the U.S. Forest Service. Ms. Sloan has a broad background in aquatic and terrestrial systems and has expertise in impact analyses, minimization and mitigation planning, and agency coordination and negotiation, especially for large-scale, publicly visible, multi-agency projects where site access during planning is not feasible.

PROJECT ROLE

Ms. Sloan will directly assist with the daily management and coordination of the interdisciplinary team to prioritize project tasks. She will ensure that the project stays on track (within scope and schedule).

Jeff Mackenthun | Principal in Charge

Mr. Mackenthun has nearly 30 years of experience planning, permitting, and constructing energy infrastructure projects. He specializes in mid- to large-scale oil and gas pipeline and electric transmission projects across the U.S. and divides his workload between federal agency third-party contractor services and client-based services. As a federal contractor, Mr. Mackenthun completes NEPA reviews and develops EAs and EISs to support NEPA and federal decision-making processes.

PROJECT ROLE

Mr. Mackenthun will support Project Manager Jared Baxter as a backstop for client communications and team staffing.

TABLE 2 - Key Personnel and Experience			
Name / Role	**Years of Experience**	**Education**	**Experience Highlights**
Scott Airato, PE Water Resources Lead	23	M.S., Civil Engineering, Youngstown State University, 2002 B.S., Civil Engineering Youngstown State University, 1999	• Former FERC Branch Chief who oversaw dam safety engineering for hydropower projects • Specializes in water resources with experienced understanding of how water is stored, accounted, and delivered in NE • Mutli-faceted experience with the license amendments, design, construction, flood/volume frequency, hydrology, and seasonal operation of all three FERC-regulated canal and hydropower projects in NE. Construction reviewer and inspector for repairs to several NE hydropower canal failures
Emily Nelson USACE Permitting Lead	20	B.A., Biology, University of Wisconsin, Superior, 2005	• Environmental review and permitting specialists for projects of various sizes located throughout the Midwest • Manages and authors environmental permit application submittals for linear pipeline projects • Authors USACE Sections 404, 408, and 10 Pre-Construction Notifications, Individual Section 401 Water Quality Certificate applications, NPDES Stormwater permits and plans, and other local floodplain, levee, and erosion control permit applications • Coordinates acquisition of USACE authorizations across multiple districts, as well as permit approvals in various states
Michael Brack Cultural Resources Lead	30	M.A., Anthropology, Wichita State University, 1999 B.A., Anthropology, Wichita State University, 1995 Courses in Engineering, Texas A&M University, 1990	• Cultural Resource Specialist with experience archaeological and historical projects and research throughout the Midwest and West for linear projects • Directed dozens of surveys, data recovery, and preservation projects meeting municipal, state, tribal, and federal regulatory compliance, and he has authored or edited well over 100 technical publications • Knowledge of regulatory frameworks under NEPA and the NHPA • Strong relationships with government clients, including the USACE, BLM, Reclamation DOTs, and tribes
Leslie TeWinkel Biological Resources and Biological Assessment Lead	26	Ph.D., Natural Resources and the Environment, University of Michigan, 1998 M.S., Ecology, Evolution, and Behavior, University of Minnesota, 1991 B.S., Biology, Calvin College, 1985	• Senior Biological Resource Specialist with experience on numerous large-scale linear projects, including pipelines, electric transmission lines, and transportation projects • Manages biological assessments, EISs, EAs, migratory bird conservation plans, avian and bat protection plans, and bald eagle disturbance permit applications • Led consultations for federal and state natural resource agencies, including the BLM, USFS, and USFWS • Conducted and managed survey efforts for federal- and state-protected species • Served as a Recovery Plan Coordinator for the USFWS – Region 3 Regional Office
Katie Hill Brandt, PE Air Quality and Noise/Greenhouse Gas Lead	18	B.S., Chemical Engineering, Northwestern University, 2003	• Nebraska Engineer in Responsible Charge (E-13493) • Air quality specialist focusing on air permitting and compliance for industrial facilities throughout the U.S. with a focus on the Midwest, including Nebraska • Expertise includes air permit negotiations, air dispersion modeling, and Best Available Control Technology (BACT) analyses, on-site stack testing management assistance, and Engineering Reviews and Quality Assurance Plan audits in accordance with the U.S. EPA Renewable Fuel Standard Program
Casey Callahan Socioeconomics Lead	20	Master of Urban and Regional Planning, Virginia Tech, 2005 B.A., Urban and Community Studies, University of Connecticut, 2003	• Senior Project Manager with over 20 years of experience in planning and permitting energy projects throughout the U.S., with a focus on the Midwest • Specializes in third-party NEPA reviews; social and economic impact assessments, including environmental justice (EJ) assessments in support of NEPA reviews; stakeholder engagement; and federal, state, and local regulatory applications • Extensive experience with permitting and regulatory compliance for the construction, operation, and maintenance of large, multi-state pipeline projects with a focus on the eastern and midwestern portions of the country
Josh Petersen, PE Water Quality Lead	18	BS, Civil Engineering, Iowa State University, Ames, Iowa, 2007	• Licensed professional engineering in 15 states with a focus on water resources and heavy civil projects • Expertise includes water resources, hydrology and hydraulic modeling, stream restoration, floodplain regulation and permitting, stormwater permitting and regulation, hydropower and dams, and implementation and construction • Experience with water resources, hydropower, pipeline, power, and private/public development related projects across the United States, with a tailored focus in the Midwest

TABLE 2 - Key Personnel and Experience			
Name / Role	**Years of Experience**	**Education**	**Experience Highlights**
Peter Rocco Project Management Assistance Coordination	21	B.S., Renewable Natural Resources, University of Arizona, 1997	• Senior Project Manager with 21 years of experience in public outreach, project and event management, 14 years of experience specifically in NEPA related permitting and compliance monitoring • Specializes in providing project management assistance support for NEPA analysis on complex multi-agency multi-state linear and water projects with a focus on southwest and western portions of the country. • Extensive experience with project start-up and establishing communication and coordination protocols, meeting management, project record maintenance, public involvement planning, and team support
Jo Render Project Management Assistance Coordination	20	M.A., Energy Regulation and Law, Vermont Law School, 2019 M.A., International Studies, University of South Carolina, 1992 B.A., Political Science and Economics, LeMoyne College, 1987	• Senior Project Manager with experience in NEPA permitting, social impact and risk assessment, and public engagement • Currently managing the Department of Energy's Grain Belt Express Transmission Line Project EIS and the Bureau of Land Management's Lava Ridge Wind Project EIS, providing project management and consulting support including planning and meetings management, agency coordination, public involvement, project record management, and NHPA Section 106 support • Provides similar support for state-level permitting projects and federal agency-led construction compliance activities

Team Interface, Support Function, and Reporting Relationships

Our teams include the highest level of management within the company and include project managers, technical staff, and administrative support staff. We recognize the importance of team consistency and reliability. We are dedicated to maintaining our project teams throughout the duration of our projects and strive to assign team members with specific experience in the Project area. We are straightforward with our clients if an unexpected circumstance necessitates a change in the Project team.

Project Management: Larger-scale projects are staffed with a Project Manager and a Deputy Project Manager. These individuals are responsible for day-to-day communication with the client, management of technical staff assigned to the Project, budget and final invoicing review, and ultimate Quality Assurance and Quality Control (QA/QC) of all deliverables. Project managers are also responsible for developing high-level strategies with the client or agency, and for interaction with client or agency management and with the public when appropriate.

Although the amount of time these tasks can take will vary by project, it is generally 15 to 25 percent of a project budget. Merjent believes in empowering our managers to be flexible to the needs of the client and to seek out ways to develop quality work products that will reflect positively on the client, while also meeting the Project schedule and budget, all without sacrificing quality. If the scope demands it, Merjent can dedicate management staff to a client to ensure that all issues are given priority over other work.

Project Coordination: Once a project has been initiated, project management and technical staff meet to establish the processes, schedules, budgets, and other expectations. Then, recurring meetings will occur, as needed, to provide project updates, discuss issues at hand, and revisit project progress. Common items addressed over the life of a project include, but are not limited to real-time schedule, budget, and workload control, as described below.

We operate all projects with the understanding that maintaining the schedule is critical to our clients' success. We commit to meeting firm deadlines without sacrificing quality. Once a schedule is established, project Managers assign hours to staff within Deltek VantagePoint, an accounting, project management, and cost-tracking and reporting tool that we use to track project schedules, budget, and workload.

Project Managers and technical staff can access up-to-date information on job spend, hours worked, and progress toward task and overall project completion. Project Managers are also able to evaluate each team member's other projects or tasks within the company to head off any instances of over-commitment.

Budget Tracking: Merjent issues invoices monthly; however, Deltek VantagePoint allows the Project Manager to access real-time budget progress once each staff member enters daily time on their timesheet. This allows project managers to quickly address spending anomalies or areas of concern before they become issues, as well as to ensure that the project can be completed on or under budget. If out of scope issues arise, the Project Manager will clearly communicate the need for a change order to the client so that both parties can agree to a revised scope, before the change occurs.

Client Interaction: When it comes to client interaction, more is better. We establish trusting relationships early in the process, and build on those relationships every day through honest, constructive communication. Establishing clear lines of communication and maintaining meeting minutes and action items will facilitate good communication and eliminate duplicative efforts, unnecessary work, and potential delays. Open communication also lends itself to higher levels of customer service and satisfaction. We also view interaction with any cooperating agency or stakeholder, including members of the public, as "client interaction" and apply our company values to all parties. We will establish points of contact and communication protocols with stakeholders early on and maintain communication throughout the Project.

Quality Assurance/Quality Control: We pride ourselves on attention to detail and the quality of our professional services and deliverables. Our team members maintain necessary certifications and training, seek professional development opportunities, and keep current with best practices. We ensure that the documents we prepare are accurate, clear, and consistent, and that all aspects of the Project, from staffing to cost controls and schedule, are carefully considered and managed to facilitate Project success and achieve the high level of QA/QC expected by our clients.

SECTION 4. TECHNICAL APPROACH

Understanding of the Project Requirements

Our team has considered the Project goals and scope, as outlined in the RFP, and determined there are several critical requirements that must be considered in completing the Project. An approach that anticipates and effectively addresses these critical requirements will be key to a successful outcome.

NEPA Preparation. The EIS document will be prepared consistent with the June 30, 2025, Department of Defense NEPA Implementing Procedures and the July 3, 2025, NEPA implementing regulations for USACE projects. As such, the NEPA team, where appropriate, will include: supporting environmental documents by summarizing and then referencing; where directed, use cost-benefit analyses to the inform the alternatives analysis; minimize the use of new technical research unless deemed essential to the alternative analysis by the USACE; prepare environmental documents required by other federal laws concurrently with, and integrated with, the EIS; support cooperation with Tribes, states, and local agencies so that relevant analyses and document can be included in the EIS, if so directed by the USACE; and, apply the 150-page limit and a two-year maximum for EIS preparation, unless otherwise excepted.

Project Management Assistance and Coordination. Experienced project management is key to a successful EIS process. Merjent will oversee and manage, in coordination with the USACE, all necessary components of the EIS process including: team, schedule, meeting, and budget management; planning and implementing public and stakeholder scooping meetings; managing all aspects of government-to-government Tribal consultations; maintaining comment and response and data gap databases; and, capturing the administrative record.

NeDNR and Cooperating Agency Coordination. Close coordination with NeDNR and the cooperating agencies is important for data collection and decision making. Because of the size and complexity of the Project, we assume there will be quite a few cooperating agencies with whom the USACE will need to coordinate. Merjent has staff with specialized experience establishing communication and coordination protocols for large-scale, multi-state, multi-agency NEPA analysis efforts. Our team will help the USACE team prepare for meetings and document the process so agency staff can focus on reviewing technical information and decision making, and NeDNR and the technical team can focus on analysis preparation.

Public Involvement and Participation. This Project is expected to have significant public interest. Effective public meetings should be informative and provide a diversity of opportunities for in-person and virtual attendees to comment. To maintain the schedule, comments will need to be quickly reviewed and, where

reasonable, integrated into the EIS. Merjent's team is expert at public meeting logistics and comment response management and will help the USACE ensure a successful public engagement process and an efficient review and integration of comments.

CWA Section 404 Permitting. Merjent understands that an individual permit issued by USACE's Omaha District will be required to authorize Project-related dredge or fill in regulated waters. Therefore, it is imperative that the NEPA effort weaves together the needs of an individual permit application that meets the requirements of the USACE public interest review and complies with CWA Section 404(b)(1) Guidelines, along with the requirements of NEPA, ESA, NHPA, and all other applicable environmental laws, regulations, and policies.

Hydrologic and Hydraulic Modeling. While the EIS will evaluate the environmental effects of Project construction, operation, and maintenance, it is the operational component of the effects analysis that will be most complex and closely scrutinized. In particular, the water resources analysis will have to assess impacts of Project operation on Colorado and Nebraska water rights and water supply along the South Platte and Platte Rivers between the diversion and an agreed upon downstream location. The analysis will compare existing and future hydrologic conditions and discuss the potential adverse and beneficial effects to agricultural, drinking water, power, and ecosystem/habitat water uses.

To inform the water resources analysis, hydrologic and hydraulic modeling will be conducted using the appropriate USACE Hydrologic Engineering Center tools and methodologies. The modeling will likely incorporate canal and reservoir operations, irrigation and non-irrigation seasons, water year types, and projected climate change scenarios. It will be calibrated and validated using historical data and will include sensitivity analyses to evaluate uncertainty. Stakeholder input and coordination with relevant federal, state, and local agencies will be integrated throughout the modeling development process to ensure transparency, technical soundness, and regulatory compliance.

Proposed Development Approach

The proposed development approach is consistent with the June 2025 Department of Defense NEPA Guidance document and the July 3, 2025 NEPA implementing regulations for USACE projects. Specifically, Merjent will assist the USACE in implementing the following key steps in the NEPA process.

- Data collection and agency scoping. During the first two months of the contract, the Merjent team will meet with the USACE, NeDNR, and cooperating agencies to collect and evaluate existing information and to identify topics of concern and data gaps in support

of the USACE's decision regarding the sufficiency of the Project proposal to allow for meaningful public comment.

- Public involvement and participation plan. During the data collection and agency scoping phase, Merjent will develop a public involvement and participation plan that will be reviewed and approved by the USACE prior to public scoping.
- Publish the notice of intent (NOI). Once the Project proposal is deemed sufficiently developed, Merjent will assist the USACE in publishing the NOI in the Federal Register. Per the RFP, the goal is to publish the NOI in November 2025. The publication of the NOI is assumed to begin a 30-day comment period. The date of NOI publication is also the start date of the two-year window within which the EIS is to be completed (unless otherwise provided through extension).
- Public scoping. Merjent will assist the USACE in all aspects of the planning and implementation of the public involvement and participation plan, including all logistics associated with in-person meetings and follow up tasks related to comment and response tracking.
- Draft Environmental Impact Statement (DEIS). The Merjent team will draft the EIS, consistent with the Section 404(b)(1) Guidelines and all other relevant federal regulations, for review by the USACE, NeDNR, and cooperating agencies. Unless otherwise directed by the USACE, the EIS will meet the required 150-page limit.
- Publish the Notice of Availability (NOA) of the DEIS. Once the USACE agrees the DEIS is sufficient for public review, Merjent will assist the USACE in publishing the DEIS in the Federal Register. The publication of the NOA is expected to occur in November 2026 and the public comment period associated with the NOA is assumed to be a minimum of 45 days.
- Public meetings. As noted above, Merjent will assist the USACE in implementing its public involvement and participation plan during this second public comment period.
- Final Environmental Impact Statement (FEIS). Merjent will work with the USACE, NeDNR, and cooperating agencies to draft the FEIS in response to public comment. The EIS is expected to be final in November 2027.
- Record of Decision (ROD) and CWA Section 404(b)(1) compliance determination. Merjent will use the FEIS to write the ROD and determine compliance with CWA Section 404(b)(1).

The ROD and Section 404(b)(1) compliance determination will be finalized after the FEIS has been published.

Technical Considerations

The most important technical considerations are: identifying data gaps early; ensuring integration of all CWA requirements into the NEPA process; and developing a hydrologic model that will inform impacts to water resources.

Data gaps. Data gaps should be identified by the Project management and interdisciplinary teams as early as possible to avoid delays in the Project schedule. Data gaps related to on-the-ground surveys or modeling are the most important to identify very early in the planning process as these types of data can take the longest to prepare or collect. Merjent's interdisciplinary team members will work with USACE to identify whether field surveys will need to be conducted, and subsequently, the correct survey protocols for their resource. It is anticipated that aquatic, biological, and cultural surveys will be required to comply with the CWA, ESA, and NHPA, respectively. Other potential survey needs could include recreation surveys. However, it's possible that some or all of the needed data has already been collected by the Project proponent or could be collected between ROD and construction.

The need for modeling to evaluate impacts to a particular resource can also introduce delays in the Project schedule if not accounted for appropriately. For example, one or more modeling exercises will be required to inform the impact analysis on water resources. Hydrologic modeling will be needed to inform the water rights and water use impact discussions and would likely be used to inform impact discussions for rare species (e.g,. the whooping crane (*Grus americana*), the northern Great Plains population of the piping plover (*Charadrius melodus*), and the pallid sturgeon (*Scaphirhynchus albus*)). Floodplain modeling may be needed to assess health and safety concerns as well as geomorphological impacts. Habitat modeling for rare species could be used to evaluate the potential impacts to habitat in lieu of on-the-ground surveys. Visual simulations may be required to adequately assess the changes in aesthetics of the Project area. Visual simulations could be especially important to the consultation process under Section 106 of the NHPA when evaluating effects on archaeological resources in the indirect area of potential effect. The potential use of these models in the NEPA process will be discussed with the USACE and NeDNR management teams as early in the schedule as possible.

CWA Section 404 permitting. Merjent is familiar and experienced with permitting within numerous USACE Districts, including Omaha. Both the NEPA and Section 404 processes focus on a balance of resource impacts and Project need, the evaluation of alternatives, the assessment of impacts to resources,

and required mitigation. One of the main goals of the NEPA document will be to ensure it incorporates the correct information to meet the USACE public interest review requirements and CWA Section 404(b)(1) Guidelines. The following details will be important to include in the NEPA document:

- Clearly defined Project purpose and proposed Project details. The Project purpose is very important to the CWA Section 404 permitting process, as it is the main source to determine whether an alternative is practicable. If the Project purpose is not well defined, it allows the possibility of disagreements with regards to the practicability of avoidance alternatives. Merjent recommends finding an underlying purpose and need statement within the NEPA document that also satisfies the USACE Section 404(b)(1) Guidelines Project purpose.
- Practicable alternatives, including the proposed action, no action alternative, and two additional alternatives consistent with the USACE Section 404 (b)(1) Guidelines. Alternatives should include the same information as the proposed action and consider on-site and off-site alternatives, should be feasible after taking cost, logistics, existing technology, and the overall Project purpose into account and should include activities which do not involve discharge of dredged/fill material into Waters of the U.S. (WOTUS), as well as different discharge amounts and discharges at other locations in WOTUS. Consistent with the USACE Section 404 (b)(1) Guidelines, Merjent recommends keeping the range of alternatives more specific and providing more detail, to meet the USACE Section 404 (b)(1) Guidelines. Costs are important in the USACE Section 404 permitting process and include all Project costs, not just construction cost, to a detail allowable for alternative comparison. Merjent recommends the NEPA document include up-to-date costs and as much detail as possible to satisfy the USACE Section 404 (b)(1) Guidelines. Demonstration of avoidance and minimization of discharge to WOTUS is important within each alternative. In addition, the Practicable alternatives analysis should clearly identify direct, indirect, and cumulative impacts associated with each alternative. This is typically done in conjunction with alternative development, to ensure the selected alternatives are practicable. Merjent understands that the practical alternatives analysis must consider the Least Environmentally Damaging Practicable Alternative. Direct aquatic impacts should include the level of detail required in a USACE Section 404 application, including: acres, linear footage, and square footage of temporary, permanent (loss of water), and conversion (forested or scrub-shrub wetlands); impacts, cubic yards of fill, wetland habitat (emergent, scrub-shrub, forested); and, stream flow (ephemeral, intermittent, perennial, non-relatively permanent water or relatively permanent water). In addition to aquatic impacts, the USACE Section 404(b)(1) Guidelines considers other

environmental impacts. An example is an alternative with the least amount of aquatic impacts but the largest terrestrial endangered species impacts; this will be taken into consideration during the USACE's review. The USACE Section 404(b)(1) Guidelines focus on secondary effects, which are similar to the indirect effects discussed in NEPA documents. Cumulative impacts should be predicted to the best degree possible.

- A mitigation plan that compensates for proposed impacts to WOTUS and follows the tiered mitigation approach per the USACE Section 404(b)(1) Guidelines: 1) Mitigation Banking; 2) In-Lieu Fee Program Mitigation; and 3) Permittee responsible mitigation (on-site or off-site). Merjent recommends mitigation planning and strategies early in the NEPA document process. This can minimize delays in the CWA Section 404 permitting process.

Hydrologic and Hydraulic Modeling. Merjent has created numerous hydrologic models to support a variety of permit applications for water resource projects involving surface and groundwater hydrology, channel geomorphology, water quality, and hydraulic models to evaluate floodplain impacts. Merjent's water resources team of Scott Airato, Rebecca Hillman, and Josh Peterson will work with local, state and federal agencies to assist in identifying data gaps to satisfy the USACE's Hydrologic Modeling Guidelines, Tier-1 requirements, and necessary Tier-2 updates to existing analyses to adequately quantify potential Project impacts due to changes to the current hydrology, as well as identify study areas requiring the most detailed Tier-3 analyses. The goal of these efforts is to supply the USACE with proper and sufficient information to render a permit decision. This will be a collaborative and iterative process with stakeholders to ensure the hydrologic models extend both geographically and temporally at a sufficient time-step detail to adequately characterize the proposed Project impacts.

The Evaluation of the South Platte Compact Canal and Alternatives (December 2022) submitted to NeDNR will serve as a starting point to understand the proposed system and its operation as well as data and analysis updates required. Based on Merjent's review of the correspondence between Colorado and Nebraska that has been exchanged to date, more communication is expected and may inform the final system configuration to be analyzed. For example, evaluating the system configuration and operation if the diversion point was moved closer to the Colorado/Nebraska State line. The hydrologic modeling work will also be tailored to support the alternatives analysis work described above.

Changes in Regulations: Merjent is closely tracking changes to environmental permitting, including the recent changes to the USACE's NEPA processes regarding Army Permits and the listening sessions for feedback on the WOTUS. Our team is positioned to translate and discuss how these changes could affect the analysis effort.

Detailed Project Work Plan

Task 1. Project Management

Merjent's first orders of business are to: work with the USACE Project manager to establish a team structure to identify resource team leads and strategies for managing those teams; identify communication protocols between the USACE, contractors, NeDNR, and other Project participants; capture document review processes; and determine the Project record filing approach. Using that information, Merjent will prepare a Communication and Coordination Plan, using a template that has been helpful on numerous multi-stakeholder NEPA projects. The Communication and Coordination Plan will help keep the agency Project team organized and establish a clear pathway to address unanticipated Project issues. It will also be a useful tool to help acclimate any new Project team members. The Communication and Coordination Plan will be incorporated into an EIS Preparation Plan.

The EIS Preparation Plan will detail key milestones in the EIS development process, identify key decision-making points, and provide a schedule of deliverables. The Preparation Plan will create a common understanding between the USACE and NeDNR regarding the necessary steps in the planning process and will be regularly revisited to help keep the team on track.

Merjent will develop and maintain a SharePoint site, or a similar file sharing platform acceptable to the USACE, for data sharing and collaborative document reviews. The file sharing site will store the Data Gaps sheet, briefings, memos, public involvement materials, administrative record, comments/responses, and other documents to which the USACE may need immediate access. Access levels can be established by role in the Project. The folder structure will be documented in the Communication and Coordination Plan.

Merjent will manage the team to avoid duplication of work and unnecessary employment of personnel. Merjent will assign appropriate staff to each task, limit the expenditure of funds, and make every reasonable effort to provide administrative support to the USACE Project manager and the Project team in an expedited and professional manner. Merjent will notify the USACE of key personnel changes and submit resumes of new staff for USACE review and approval.

Merjent's Project Manager will be responsible for managing and reporting on the Project's budget status throughout the duration of the Project. Merjent uses Vantagepoint for labor and expenses tracking, budgeting, and invoicing. Each task in the budget has an estimated cost that includes Merjent's labor by task and costs for direct expenses. Merjent will prepare a monthly invoice that includes a summary of expenses by task and itemization of direct expenses. The invoice will be accompanied by a status report that has been reviewed and approved by the USACE.

The Merjent team will coordinate internally to track the schedule, scope, and budget. Concerns regarding the schedule, scope, or budget will be identified early and solutions will be prepared and presented to the USACE and NeDNR Project management teams.

Task 2. Kick-Off Meeting/Cooperating Agency Meeting/Scoping Meetings/Project Meetings

MEETING COORDINATION

Merjent's Galileo Project division has coordinated over 10,800 meetings since 2010.

Merjent's staff has a diverse range of NEPA experience, project management, and resource knowledge that we apply to planning, conducting, and documenting productive meetings. The Merjent team will work with USACE to identify goals, objectives, and participants of meetings to develop a thoughtful agenda and meeting structure. Table 3 below lists meetings, objectives, and participants based on the RFP and Merjent's experience on similar projects. The Merjent team is known for creating annotated agendas for agency project managers; the annotations include status updates, action items, and other items relevant to the discussion to help the USACE Project Manager prepare. The Merjent staff is respected for our discretion when documenting meetings with upper-level agency management, cooperating agencies, Tribes, and/or the public. After each meeting, Merjent will distribute clear, concise summary reports that include participants, action items, decision points, and meeting discussion, as well as ancillary materials used to inform the meetings.

Merjent will provide a facilitator and notetaker for each meeting to allow Project leads and resource specialists to focus on task level details. Additional details are provided below.

TABLE 3 - Anticipated Meetings	
Meeting/Cadence	**Objectives and Participants**
Kick-off/One-Time	**Objectives:** Introductions, review of proposed schedule and existing information/data. Establish communication and information transfer protocols. **Participants:** USACE, NeDNR, Merjent leadership and task leads.
Cooperating and Participating Agency, and Tribes/Project Milestones	**Objectives:** Discuss proposal and anticipated NEPA schedule, address regulatory requirements as applicable, identify and resolve issues/concerns. **Participants:** Invited agencies, Tribes, USACE, and Merjent team leadership.
Public Scoping/ TBD	**Objectives:** Inform the public of the EIS process and seek input on potential issues, analyses, alternatives, data gaps, factual errors, and scientific studies. At minimum, the public meeting(s) will be held for scoping of the draft EIS and to support public review of the DEIS. Other opportunities for public engagement will be discussed with USACE as noted in Task 3. **Project Team Participation:** USACE and NeDNR leadership; Merjent Project team leadership, public involvement team, and resource leads.
Project Meetings/ Monthly	**Objectives:** Discuss Project status, deliverables, data gaps, and potential follow-up. **Participants:** USACE, NeDNR, and Merjent leadership.
Status Meetings/ Biweekly	**Objectives:** Monitor Project status, schedule, and deliverables. **Participants:** USACE and Merjent leadership.
Consulting Party/ As Needed	**Objectives:** Discuss mitigation measures and develop a Section 106 agreement document. **Participants:** USACE, NeDNR, State Historic Preservation Officers, Advisory Council on Historic Preservation, Tribes, invited signatories, other consulting parties as requested, and Merjent task leads.
Topic Specific/ Deliverable & Milestone Based	Some resource teams, such as water, will likely require regular meetings to develop the analysis approach, review data, and respond to related issues.
Ad Hoc/ As Needed	Additional meetings will be required throughout the duration of the Project to address specific needs or issues.

Kick-Off Meeting: Merjent will coordinate and facilitate a meeting between the USACE, NeDNR, and Merjent Project Managers and task leads to introduce the teams, and review the EIS Preparation Plan,

including the review and deliverable schedule and Communication and Coordination plan. At this meeting the teams will also discuss the approach for the collection and storage of existing information/data and collection and tracking of identified data gaps. Merjent will work with USACE and NeDNR Project leadership in advance of the meeting to develop an agenda, create any needed handouts or take-away material, and draft protocols for note taking/distribution and task tracking.

Cooperating and Participating Agencies and Tribes: Merjent will provide support for the cooperating agency process, including assistance in compiling and maintaining the agency and Tribal contact lists, drafting letters of invitation, preparing a memorandum of understanding, and tracking comments and responses. An initial list of potential cooperating agencies is presented in Table 4 below. Our team acknowledges that some agencies may decline to participate. Also, we have seen situations in which the Project proponent qualifies and serves as a cooperating agency, and we understand that there may be a need for conversations between USACE and NeDNR about NeDNR's role as EIS reviewers.

Once agency and Tribal participation is confirmed, Merjent will coordinate and facilitate group meetings at key milestones, which will at a minimum include scoping, review of the preliminary draft EIS, initiation of the public comment period on the draft EIS, review of draft EIS comments and responses, and review of the preliminary final EIS. Prior to these meetings, Merjent will prepare an agenda and any needed handouts or take-away material for USACE review and approval. For each meeting, Merjent will provide a facilitator and a notetaker as well as a meeting summary (e.g., decisions, tasks, identified issues) and updates to the data gap sheet.

Merjent assumes the need for support in preparing interim Project updates and briefings as well as small group and individual agency or Tribal meetings on specific topics.

TABLE 4 – Potential Cooperating Agencies	
Central Nebraska Public Power and Irrigation District	Nebraska Game & Parks Commission
Central Platte Natural Resources District	Nebraska Public Power and Irrigation District
Colorado Department of Natural Resources	Northern Colorado Water Conservancy District
Colorado Division of Water Resources	Perkins County, Nebraska
Colorado Water Conservation Board	Platte River Recovery Implementation Program
Keith County, Nebraska	Sedgwick County, Colorado
Lincoln County, Nebraska	South Platte Natural Resource District
Local Irrigation or Reclamation Districts	Tribal Governments
Local Municipalities	Twin Platte Natural Resources District
Logan County, Colorado	Upper Republican Natural Resources District
Nebraska Department of Environment and Energy	U.S. Fish and Wildlife Service

Scoping: In addition to the anticipated agency and Tribal scoping noted above, Merjent will work collaboratively with USACE and NeDNR to develop a Public Involvement and Participation Plan specific to the scoping phase of NEPA (see Task 3 below for more details). This will include gathering existing contact information for water users, affected landowners, and other interested parties in Nebraska and Colorado as identified during pre-NEPA Project engagement to form a comprehensive basis for public outreach. This contact list will be updated and maintained throughout the life of the Project.

The Merjent team will prepare draft and final versions of the following:

- Notice of Intent for publication in the *Federal Register*
- Formal notification letters to water users, landowners, agencies and Tribes, adjacent rights-of-way holders and permittees (if requested), and elected officials
- Postcards, emails, social media announcements, and a press release for general public distribution
- Newspaper notices
- A Project factsheet
- A Frequently Asked Questions (FAQ) document specific to the NEPA process

The Merjent team, working with NeDNR and USACE, will coordinate all meeting logistics, including communication with onsite event coordinators, management of virtual meeting participation, creation of the agenda and meeting notes, and development of any additional planning elements or participation tools s (see Task 3 below).

Merjent will use software called SmartComment to compile comments received during the scoping period, assess the comments for their substantive character, and summarize comments for review. The comments will be assigned a resource lead. The resource leads will perform an initial review of the comments and identify those that will require discussion and coordination with the USACE and NeDNR before they can be addressed. These comments may require additional analyses, such as modeling, to address or there may be a need for a special meeting with the commentor to gather additional information. The Merjent Project Manager will review comments to identify themes, internal consistency, and determine a strategy to use the USACE's time efficiently. For the remaining comments, Merjent resource staff will draft responses for USACE and NeDNR review. All final responses will be reviewed and approved by the USACE. Outcomes of the scoping phase will be summarized in a Scoping Report.

Task 3. Public Involvement and Participation Plan

Effective public involvement begins with a detailed, adaptive Public Involvement and Participation Plan that guides the public involvement activities for the life of the analysis and decision phase. Critical elements are summarized below. Merjent will work closely with USACE and NeDNR in reviewing lessons learned from prior Project engagement and outreach efforts to develop a comprehensive plan that meets USACE goals and objectives. Additional details on key elements are described below.

PUBLIC INVOLVEMENT AND PARTICIPATION PLAN COMPONENTS

- Public Involvement Requirements for NEPA, Nation to Nation, Section 106
- Specific Strategies and Integrated Opportunities for Stakeholder Groups
- Tribal Consultation and Coordination Needs
- Public Involvement Team and Responsibilities
- Outreach and Meeting Notifications (letters, emails, newspaper publications, social media)
- Coordination with Agency Public Affairs Officers
- Early Identification of Full Spectrum of Potential Stakeholders
- Lead and Cooperating Agency Public Involvement Needs
- Public Involvement Timeline and NEPA Milestones
- Public Involvement Challenges and Strategies to Address
- Ongoing Engagement and Project Update Activities
- Intervals for Plan Recalibration

Website: At the direction of the USACE Project Manager or public involvement lead, Merjent will develop and maintain a user-friendly EIS website hosted either independently or on the USACE server. As part of the development process, the Merjent team and our web developers will prepare a draft website wireframe and outline of key content for review by the USACE. Once the final website has been completed and agreed upon, Merjent will prepare draft and final versions of key NEPA-related content per the scope of work outlined in the RFP and will act as a coordinator for receipt and review of desired content from other sources, such as Cooperating Agencies.

The website will be designed with three primary objectives in mind:

1. Educating the general public about the NEPA process and the Project.

2. Providing up to date information about the status of the NEPA process, related studies and Project documentation, and opportunities to participate. Merjent can also develop and maintain an interactive web or story map of the Project.
3. Offering digital contact points for the interested public to request to be added to the mailing list, provide a comment, or submit an email to the Project team. Easy-to-use digital forms will be deployed and monitored on a regular basis. If requested, Merjent can also establish a Project phone hotline advertised via the website and capable of accepting questions or comments via digital recording, which will be monitored and responded to by Project team members.

We anticipate a critical portion of the website will serve as a Project "library" to house notices, draft and final documents, map sets, figures, fact sheets, and other descriptive materials that the Merjent team will help to prepare throughout the Project. The Merjent team is experienced with formatting materials to be compliant with Section 508 of the Rehabilitation Act and will ensure all files uploaded to the website are compliant. At a minimum, the website will be maintained and updated as needed during Project milestones. In the event Merjent is asked to host the website independently, Merjent will work with the USACE to determine timing of the closure of the Project website and final transfer of all materials at the conclusion of the Record of Decision.

Public Notices: Our team understands that the components of *Federal Register* notice packages and the agency-specific routing requirements for them are in flux and may be for some time. While we have drafted *Federal Register* notice packages for multiple agencies, we know that the process for the Perkins County Canal packages may be unique, and we will adapt our approach according to the needs of the USACE. We anticipate a notice package will entail preparation of draft and final versions of the notice, a stage-specific communication strategy, internal briefing papers, a presentation, and draft communications to Federal elected officials. The communication strategy for each notice package will be aligned with key elements in the Public Involvement and Participation Plan.

Public Meetings: For each round of public meetings, Merjent will develop a detailed planning guide for discussion with the USACE that includes: specific goals and outcome objectives, the desired range of notice materials and tools (letters, postcards, email blasts, newspaper ads, social media announcements, and press releases); desired meeting materials such as a presentation, posters, fact sheets, and comment cards; logistics (venues and meeting support needs); staffing; and, documentation protocol. The plans will be updated based on lessons learned from each stage of events. Preparation of key messages and an anticipated questions document will be developed for use when the Merjent team leads rehearsals to help USACE team members prepare for events. Early preparation will ensure the team is aligned on the approach and deliverables and is prepared to focus on engaging with the public. Merjent assumes the need for up to four focused planning and rehearsal meetings to support scoping and draft EIS public comment periods.

MEETING PLAN

- How to Respond to Unanticipated Questions
- Responsibilities for Content and Talking Point Development
- Safety and Accessibility Considerations
- Rehearsal Schedule
- Strategies to Encourage Public Input
- Behavior Mangement Guidance
- Supply Needs

Public materials will be designed to help participants better understand the NEPA process and its purpose and to clearly identify scoping issues and make actionable comments on the DEIS. Supporting stakeholders throughout the process and focusing on issues and alternatives will help participants make substantive comments and help them feel that their comments are impactful.

Merjent has experience in designing and delivering a range of public meeting formats, including formal presentations with facilitated discussions as well as less formal open houses. Designing a successful public outreach event includes the selection of a meeting format that recognizes the makeup of the stakeholders and their expectations for involvement. Considering stakeholder experiences allows for the best quality public participation. Based on our experience, Merjent proposes a mix of virtual meetings and in-person open houses for each of the formal comment periods, which will provide opportunities for stakeholders to engage directly with Project staff, ask questions in an informal setting, and share information. For virtual

LAVA RIDGE PROJECT, IDAHO

In response to the high levels of interest in potential project impacts to the Minidoka National Historic Site in southern Idaho, and to enable interested parties from the Japanese-American community to participate and speak with agency project managers, Merjent public involvement specialists coordinated open houses in Portland, Oregon and Seattle, Washington during the draft EIS comment. Meeting locations were chosen collaboratively by lead and cooperating agencies in contact with community leaders.

meetings, registrants will receive links to materials posted on the Project website prior to the meeting. Merjent also recommends the use of a professional court reporter for each event to ensure the accuracy of meeting records; even in open house settings, court reports provide tremendous value in capturing public comments verbatim. The Merjent team will work with the USACE during planning discussions to determine the best approach for each comment period and discuss options available, such as the use of pre-recorded presentations and recording of virtual meetings. The team, as directed by the USACE, will also work with the NeDNR public relations team to avoid duplication of effort with any NeDNR public involvement activities.

Merjent recommends establishing criteria by which in-person meeting locations will be chosen; for example, a maximum distance or estimated duration for known interested parties to travel. Potential in-person meeting locations include the towns of Julesburg, Colorado and Ogallala and North Platte, Nebraska. Recent Project experience also indicates the need for flexibility; holding in-person public meetings outside of the immediate geographic area may be needed.

Mailing Lists: We understand the mailing list for this Project may be extensive and include interested party contacts from the USACE, NeDNR, and cooperating agencies. The sortable list will be updated and maintained throughout the Project with the expectation that there will be significant updates due to public comment periods. Our approach to mailing list development includes tracking the source of contact information, as well as information noting if an entry has been removed or updated.

Task 4. Data Collection/Record Maintenance

Merjent will rely on existing data sources wherever possible to write the EIS resource sections and to reduce cost and delays related to data collection. However, as described in the Technical Considerations section above, data gaps will be identified early as authors will perform a thorough literature review. Where information is needed to inform a resource analysis, and no existing literature was found, the author will add the data gap to the data gap tracking sheet. Once data gaps are identified, Merjent's Project management team will work the USACE to determine a course of action.

DIGITAL DOCUMENTATION

Merjent is experienced in working with agency managers to design and maintain digital document inventories for complex projects that garner significant public and political attention. In some instances, inventories managed by Merjent have exceeded 15,000 documents including public comments.

In consultation with USACE and in accordance with specifications as outlined in the Request for Proposal, Merjent will develop and maintain a Project-specific Administrative Record (AR) database from Project initiation through the ROD. For this Project, Merjent proposes the use of Nextpoint, an online e-discovery

software we use on other high-profile projects potentially subject to public scrutiny. This platform allows Freedom of Information Act coordinators or other individuals with permissions to access the database on demand and review records. The Merjent team will also be available to assist in the collation of request-specific inventories as needed. Merjent will collect copies of any physical and electronic files for the AR currently housed at USACE and digitize physical documents for entry into the record.

Prior to beginning data entry into the AR, Merjent will work with the USACE to develop a Project-specific AR Style Guide to capture details as noted in the RFP (e.g., format, file naming conventions and organization), resolve remaining inventory questions, and ensure consistency and efficiency for AR queries, reports, and quality assurance and control reviews. Merjent will work with the USACE Project Manager to develop and distribute protocols and guidance for use by USACE staff, including guidance for what is and what is not included in the AR, what is potentially privileged or confidential information, and how to submit documents for inclusion in the AR.

Merjent will conduct regular QA/QC audits of the AR with appropriate revisions/corrections, advisories to the USACE, revisions to the AR Style Guide, and training if needed. Merjent will complete a final QA/QC review in coordination with the USACE Project Manager and submit a sortable and searchable Excel file with links to the Project documents to the USACE. Any potential confidential documents will be identified to the agency to ensure the integrity of the files. Merjent's Project management assistance coordinators will manage the AR; having a dedicated team of AR managers allows the USACE and Merjent technical experts to focus on the analysis effort. If needed to support post-decision searches and record inventories and as agreed to in advance, Merjent's AR system could be kept available to the USACE via the secure online portal for two years after the decision document is signed. Our ability to respond quickly to requests for historic project background has proven to be helpful in confirming agreements, stipulations, and mitigations as post-decision activity progresses.

Task 5. Preparation of the Draft Environmental Impact Statement

Under this task, Merjent will prepare the preliminary DEIS. The preliminary DEIS will be an impartial discussion of the affected environment, significant environmental impacts, mitigation measures, and alternatives to the Perkins County Canal. The preliminary DEIS will: review and analyze issues identified during agency and public scoping; evaluate direct and indirect effects of construction, operation, and maintenance of the Project; analyze significant adverse environmental impacts of the alternatives; consider the cumulative impacts of the Project combined with other regional activities; and describe and discuss reasonable mitigation measures to minimize impacts on the environment.

The DEIS: will be prepared consistent with the July 3, 2025, NEPA implementing regulations and the Department of Defense June 2025 NEPA Implementing Procedures. The DEIS will also be inclusive of the CWA Section 404 individual permit application that satisfies the USACE public interest review requirements and USACE Section 404(b)(1) Guidelines. Lastly, DEIS will include a biological assessment in compliance with the ESA and a Section 106 consultation in compliance with the NHPA.

Under direction from Merjent's Project Manager, the resource specialists will use information filed by NeDNR, received from agency and public comments, obtained during interagency meetings, and gathered from available resources to evaluate the Project to assess impacts to environmental resources. Resource authors will begin outlining and drafting general sections of the preliminary DEIS shortly after the contract is signed. Once we have received the necessary Project information and technical documents described in the Key Understandings portion of the RFP (e.g., Needs Assessment, Wetland Delineation Report), and the associated data (e.g., GIS files), the technical resource analysts will begin their work. Cooperating agency and public comments may identify data gaps not previously identified by Merjent, USACE, or NeDNR. These data gaps will be discussed with the USACE and, if there is agreement that the data is needed, Merjent will work with the USACE and NeDNR to gather the additional data. As described in Task 2, all identified data gaps will be captured and tracked until resolved in the Data Gap Sheet.

As described in the RFP, the DEIS will include five chapters:

- Chapter 1. Purpose and Need
- Chapter 2. Alternative Analysis
- Chapter 3. Affected Environment
- Chapter 4. Environmental Consequences
- Chapter 5. Mitigation and Monitoring Plan

In addition, the EIS will include, at a minimum, the following appendices.

- Determination of Project Need
- Alternative Screening Table/404 (b)(1) Alternatives Assessment and Public Interest Review
- Water Rights (including South Platte River Compact requirements), Water Supply and Demand Assessment, evaluation of direct and indirect hydrologic effects
- Habitat Assessments
- Biological Assessments

- Recreation issues, including possible recreation surveys
- U.S. Fish and Wildlife Coordination Act summary
- State Threatened and Endangered species summary
- Aquatic Resources Delineation, Functional Assessments (i.e. NESCAP/SQT)
- Cultural Resources/NHPA Section 106 Review and Consultation
- Executive Order 11988 Floodplain Management Compliance Memorandum
- Project Scoping Report

Additional appendices could be used to capture technical analyses in support of EIS sections (e.g., modeling methods and results), best management practices, avoidance and minimization measures, commenter index and comment responses, mapbooks, additional Project information (e.g., operations or maintenance plans), and supplemental mitigation and monitoring information.

The proposed approach to the delivery of the preliminary DEIS review by USACE, NeDNR, and cooperating agencies and development of comment response is described under Task 8 below.

Task 6. Biological Assessment

Merjent will support the USACE with U.S. Fish and Wildlife Service (USFWS) consultations on the Project and will draft the USACE's Biological Assessment for this Project in coordination with the USACE and NeDNR. Merjent will review the USFWS Information for Planning and Consultation website for a federally listed and proposed species and designated and proposed critical habitat that may be present in the Project area, based on the geo-spatial file of the Project. Based on the resulting list, Merjent will assess the potential impacts of the Project on these species and critical habitat and propose conservation measures to avoid and minimize potential impacts as needed working in coordination with the USACE and NeDNR. Given the location and type of the Project, Merjent anticipates that the Biological Assessment and USFWS consultation will focus on the effects of Project operations on aquatic obligate and associated species of the Platte River, including the Great Plains population of the piping plover, whooping crane, and pallid sturgeon, although all species within the Project's action area will initially be assessed for potential impacts. Specifically, our team expects to look closely at the adverse and beneficial effects of Project operation as they relate to the goals of the Platte River Recovery Implementation Program using the ESA Consultations Involving Platte River Depletions guidance provided by the USFWS in 2008.

The biological assessment will be prepared by the biological resources team led by Dr. Leslie TeWinkel who has over 25 years of experience working on recovery planning and coordination, impact assessment,

and conservation measures development for federally endangered species throughout the Midwest, Interior West, and other areas of the country. Dr. TeWinkel's past positions include Threatened and Endangered Species Recovery Coordinator for USFWS Region 3 and Research Fishery Biologist for the U.S. Geological Service. As a consultant, Dr. TeWinkel has managed teams tasked with development of biological assessments for numerous large-scale linear projects and has led associated consultations for clients with the USFWS under ESA Section 7. Dr. Tewinkel will be supported by Dr. Kate Golden and Ms. Rebecca Sloan. Dr. Golden is a whooping crane expert with a wide range of field and environmental compliance experience in the State of Nebraska. Ms. Sloan has over 18 years of ESA compliance experience, including experience evaluating the effects of water management on aquatic and terrestrial species, including cranes, plovers, and sturgeon. In addition, Merjent staff have cultivated relationships with USFWS staff in Nebraska and are well-versed in the avoidance and minimization measures that may need to be implemented to prevent adverse impacts to federally listed species.

Task 7. National Historic Preservation Act Section 106

Merjent has a wealth of expertise in supporting cultural resources and NHPA Section 106 processes. Merjent staff assigned to this Project have helped develop over 70 Section 106 agreement documents including Memoranda of Agreement and Programmatic Agreements. Merjent is prepared to provide the USACE with a range of consultation-related support as shown in Figure 2 below, Ways Merjent Can Help with Section 106 Consultation. We have also regularly consulted with many of the Tribes who have an interest in and/or ancestral ties to Nebraska and/or Colorado. At a minimum, we expect to have participation from the Colorado and Nebraska State Historic Preservation Officers, the Advisory Council on Historic Preservation, and local governments. Merjent anticipates the need for a minimum of three NHPA Section 106-related meetings at the following milestones:

- Defining the Area of Potential Effects & survey planning

TRIBES AND CONSULTING PARTIES

Merjent will generate an initial consultation outreach list of Tribes and consulting parties, including:

- Apache Tribe of Oklahoma
- Cheyenne River Sioux Tribe
- Cheyenne and Arapaho Tribes
- Comanche Nation
- Crow Creek Sioux Tribe
- Fort Belknap Indian Community
- Lower Brule Sioux Tribe
- Northern Arapaho
- Northern Cheyenne Tribe
- Oglala Sioux Tribe
- Rosebud Sioux Tribe
- Santee Sioux Nation
- Standing Rock Sioux Tribe
- Local governments with jurisdiction over the undertaking's area of potential effects

- Review of the USACE's preliminary determinations of effect
- Development of NHPA Section 106 agreement document

An additional meeting may be necessary to develop further mitigation measures to satisfy a Section 106 agreement document.

FIGURE 2 – Ways Merjent Can Help with Section 106 Consultation

Task 8. Draft Environmental Impact Statement (DEIS) and Supporting Documents

Under this task Merjent will respond to comments on the preliminary DEIS from the USACE, NeDNR, and cooperating agencies. The Consultant shall provide electronic copies of a preliminary DEIS to the USACE for review. The Consultant shall then incorporate comments from the USACE into the preliminary DEIS and deliver, electronically, to NeDNR and the cooperating agencies. The USACE will then review comments, and together with the Merjent team, determine a course of action for response. The Merjent team will then prepare the DEIS for public release. As described under Task 5, the Consultant shall incorporate, as a part of the overall DEIS and its appendices, requirements of the USACE Section 404 (b)(1) Guidelines and the USACE Public Interest Review; the ESA; and Section 106 of NHPA.

We propose that the review of the EIS chapters and their associated appendices by the USACE, cooperating agencies, and NeDNR that will take place under Task 8, be phased or staggered approximately one to two months apart. For example, Chapter 1 and its associated appendices would be delivered first, then one month later, Chapter 2 and its associated appendices will be delivered, and so on. A phased approach allows for review to occur in smaller chunks and provides the consultants with early feedback on Project needs, Project descriptions, and alternatives. This approach also provides more time in the initial schedule to prepare and incorporate agency and public comment into the technical analyses.

Two items to consider under Task 8 that were not addressed in the RFP: 1) USACE review of the preliminary Draft of the EIS before it goes to NeDNR and the cooperating agencies, and 2) a review of the DEIS before it goes out for public review. It is our experience that lead agencies like to see how their comments were addressed prior to being released for the next round of review. This can be accomplished in a number of ways: Full delivery of the documents for review of all track changes and comment responses; a full delivery of the documents with a review of select, high-priority track changes and comment responses that have been flagged by lead authors; a "live" review at which Merjent authors and USACE staff meet to review document revisions and comment responses in real-time using a screen sharing application; or, some combination thereof.

Task 9. Printing and Distribution of the DEIS

The Merjent team has extensive experience preparing formal documents for public distribution in both digital and hardcopy formats. Our approach includes a rigorous technical editing approach, a page-turn review of the final copy, and working with the agency to determine optimal distribution points and file/volume sizes.

For hardcopy prints, Merjent will work with the USACE and NeDNR to prepare the requested number of hard copies and arrange for secure shipping of the documents to designated locations. Recipients will be confirmed in advance and notified of shipping and anticipated delivery times. We assume hard copies will be needed at key agency locations and local jurisdictional offices at a minimum, in addition to at least two copies available at each in-person public meeting. Merjent's experience indicates the preferred format for hard copies is in three-ring binders, and we assume a multi-volume set for each print copy to capture the primary EIS volume as well as all appended information, maps, and figures indicated in Task 8 of the RFP. The Merjent team will also work with the USACE to determine the preferred approach to responding to individual stakeholder requests for hard copies.

Digital versions will also be reviewed and formatted to be compliant with Section 508 of the Rehabilitation Act. Designated agency recipients of digital versions, including submissions to the USACE, will be surveyed in advance for optimal file sizes, to ensure the ability for users to access and download copies with relative ease.

Preparation of Federal Register Notices and maintaining the Project distribution lists is described in Task 3, Public Involvement and Participation Plan.

Task 10. Review of Comments Received on the DEIS

As described under Task 2, Merjent will store and organize all DEIS comments in the comment management software program SmartComment. Once all comments have been submitted into SmartComment, Merjent will categorize them and select "representative" comments where there is redundancy (i.e., multiple comments that are asking the same question or making the same point). This approach allows the team to address multiple individual comments with one response.

As described under Task 2, once the comments have been processed through SmartComment and representative comments have been identified, the comments will then be assigned a resource lead, and delivered to the USACE, NeDNR, and cooperating agencies for review. During the initial review of comments, it is expected the Merjent team will identify comments that should be discussed with the USACE either prior to or during the time that the USACE, NeDNR, and cooperating agencies are performing their initial review of the comments. This will allow the team (Merjent, USACE, NeDNR, and cooperating agencies) to begin planning a response to the most complex comments as prioritized comments are likely to take longer to resolve.

Task 11. Preparation of Responses to Comments Received on the DEIS

Once the USACE, NeDNR, and cooperating agencies finalize their initial comment review, Merjent will revise the EIS and draft initial comments responses. During this time, high priority comments will continue to be discussed until all are resolved. As prioritized comments are resolved through discussion with the USACE, NeDNR, or cooperating agencies, revisions will be made in the document where appropriate and final responses to comments will be prepared.

We will track and support the resolution of action items or data gaps identified during the comment resolution process. Additionally, our QA/QC and tracking processes will be used to ensure that changes in corresponding documents are addressed. For example, there may be comments on the main body of a document that affect a related appendix. Our process will result in less effort for the USACE but still allow them to make decisions and direct the analysis to meet their needs.

It should be noted that there will likely be some comments that can be addressed by the Merjent team during the time the USACE, NeDNR, and cooperating agencies are performing their initial comment review. The comments that could be addressed early are those that are simple and straightforward and very unlikely to require discussion or coordination with the USACE, NeDNR, or cooperating agencies.

Task 12. Final Environmental Impact Statement (FEIS) and Supporting Documents

Once comment responses are final and the EIS has been revised in response, digital copies of the preliminary FEIS and its supporting appendices, along with comment responses, will be delivered to the USACE, NeDNR, and cooperating agencies for review. Comments on the preliminary FEIS from USACE, NeDNR, and cooperating agencies will be organized, assigned to technical authors, and prioritized for discussion with the USACE, and as needed, with NeDNR and the cooperating agencies. As described in tasks above, revisions to the FEIS will begin when comments are received and will be finalized when all prioritized comments have been addressed. Once all comments are addressed, Merjent will submit a reproducible original of the FEIS to the USACE.

Two items to consider under Tasks 10, 11 and 12 that were not addressed in the RFP: 1) USACE may want to review public comments on the DEIS, and their proposed response, before requesting NeDNR and cooperating agency review; and 2) the USACE may want to perform one final review of the FEIS prior to final printing and distribution. Reviewing comments on and responses to the DEIS prior to NeDNR and cooperating agency review will allow the USACE to develop strategies and suggested approaches to address those high priority comments. This approach could ultimately save time as it will focus NeDNR and cooperating agency review and discussion. Finally, the USACE will likely want to perform a final review of the FEIS, or at least of the high priority comment responses, after NeDNR and cooperating agency final comments have been addressed. This will allow the USACE to review the final EIS language and ensure that the correct language and nuance are captured where there may be sensitivity.

Task 13. Printing and Distribution of the FEIS

The Merjent team will follow the same process, modified to reflect lessons learned, as described in Task 9, Printing and Distribution of the DEIS.

Task 14. Record of Decision

The culmination of the NEPA effort is the issuance of the ROD. The Merjent team understands that preparing the ROD starts during internal scoping and is dependent on the thoughtful application of the NEPA effort and careful documentation of the analysis effort. Merjent will work with the USACE to draft a concise ROD that documents the components listed in the schedule below. A key element of our support is that the Project management assistance team can begin working on the ROD package while the technical team is finalizing the FEIS. This helps ensure both the ROD and Final EIS are consistent and complete. Our QA/QC and version control process will ease the USACE's review process by identifying decision points and tracking comments across the components of the ROD package and FEIS. If a permit is offered, Merjent can consolidate special and general conditions, reporting requirements, and the like, from the ROD and related documents to expedite permit preparation and processing.

TYPICAL RECORD OF DECISION COMPONENTS

- Introduction and Background
- Purpose and Need
- Alternatives Considered
- Selected Alternative
- Environmental Impacts and Mitigation
- Monitoring and Enforcement
- Public Involvement
- Decision Statement and Public Interest Review
- Attachments
  - » Biological Opinion
  - » Section 106 Agreement
  - » 401 Permit
  - » Mitigation Plans

Deliverables and Due Dates (Proposed Project Schedule)

Our team have consistently demonstrated the ability to meet Project schedules, and, based on our projected workload and anticipated schedules, we do not foresee any conflicts that would interfere with our dedication to the Project. Merjent has prepared the Project schedule in Table 5 below, incorporating the major Project milestones and dates identified in the RFP, established regulatory timeframes, and the proposed phased approach of chapter delivery for the USACE, NeDNR, and cooperating agency review of the DEIS. Our schedule includes the following assumptions:

- 30-day public comment period and a 60-day review period for the DEIS.
- One-month review period for the USACE, NeDNR, and cooperating agencies.

- ROD finalization in December 2008 consistent with the RFP (although the July 3, 2025, NEPA implementing regulations provides for ROD finalization to be concurrent with publication of the FEIS).

TASK NAME	TABLE 5: PROJECT SCHEDULE														
	2025				2026										
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov
Task 1. Project Management	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Task 2. Kick-Off Meeting/Cooperating Agency		■													
Task 3. Public Involvement and Participation		■	●												
Task 4. Data Collection/Record Maintenance	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Task 5. Preparation of the Draft EIS	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Chapter 1. Purpose and Need	■	■													
Chapter 2. Alternatives Analysis	■	■	■												
Chapter 3. Affected Environment	■	■	■	■											
Chapter 4. Environmental Consequences	■	■	■	■	■	■									
Chapter 5: Mitigation and Monitoring Plan	■	■	■	■	■	■	■	■							
Task 6. Biological Assessment	■	■	■	■	■	■	■	■	■	⬢	■	■	■	■	■
Task 7. NHPA Section 106	■	■	■	■	■	■	■	■	■	⬢	■	■	■	■	■
Task 8. Draft EIS and Supporting Documents			■	■	■	■	■	■	■	■	■	■	■	■	■
Chapter 1. Purpose and Need			⬢	■	■										
Chapter 2. Alternatives Analysis				⬢	■	■	■	■	■	■	■	■	■	■	■
Chapter 3. Affected Environment					⬢	■	■								
Chapter 4. Environmental Consequences							⬢	■	■	■	■	■	■	■	■
Chapter 5. Mitigation and Monitoring Plan									⬢	■	■	■	■	■	■
Task 9. Printing and Distribution of the DEIS															■
Task 10. Review of Comments Received on the DEIS															
Task 11. Preparation of Responses to Comments Received on the DEIS															
Task 12. FEIS and Supporting Documents															
Task 13. Printing and Distribution of the FEIS															
Task 14. Record of Decision															

Milestone Dates Key

- ● = Scoping and DEIS Public Comment Periods
- ⬢ = USACE Review
- ■ = Cooperating Agency and NeDNR Review
- △ = Combined USACE, NeDNR, and Cooperatating Agency Review

TASK NAME	TABLE 5: PROJECT SCHEDULE												
	2026	2027											
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Task 1. Project Management	■	■	■	■	■	■	■	■	■	■	■	■	■
Task 2. Kick-Off Meeting/Cooperating Agency													
Task 3. Public Involvement and Participation													
Task 4. Data Collection/Record Maintenance	■	■	■	■	■	■	■	■	■	■	■	■	■
Task 5. Preparation of the Draft EIS													
Chapter 1. Purpose and Need													
Chapter 2. Alternatives Analysis													
Chapter 3. Affected Environment													
Chapter 4. Environmental Consequences													
Chapter 5: Mitigation and Monitoring Plan													
Task 6. Biological Assessment													
Task 7. NHPA Section 106													
Task 8. Draft EIS and Supporting Documents													
Chapter 1. Purpose and Need													
Chapter 2. Alternatives Analysis													
Chapter 3. Affected Environment													
Chapter 4. Environmental Consequences													
Chapter 5. Mitigation and Monitoring Plan													
Task 9. Printing and Distribution of the DEIS	■ ●	■ ●											
Task 10. Review of Comments Received on the DEIS			■	■									
Task 11. Preparation of Responses to Comments Received on the DEIS				■ △									
Task 12. FEIS and Supporting Documents				■	■	■	■	■	■	■	■	■	
Task 13. Printing and Distribution of the FEIS												■	
Task 14. Record of Decision													■

Milestone Dates Key

- ● = Scoping and DEIS Public Comment Periods
- ⬡ = USACE Review
- ■ = Cooperating Agency and NeDNR Review
- △ = Combined USACE, NeDNR, and Cooperatating Agency Review

CONCLUSION

Merjent appreciates the opportunity to describe our approach to addressing the analysis needs of the USACE on this important Project. Our team is best suited to support the Project due to our:

- deep bench of NEPA experts and experience in USACE permitting, CWA 404(b)(1) Guidelines, ESA Section 7, and NHPA Section 106 requirements;
- project and consultation experience in Nebraska and Colorado, and with water uses, interconnections, and return flows within the Platte River Basin;
- trusted tools and techniques for performing NEPA work on tight timelines;
- specialized experience with project and public involvement coordination and Section 106 consultation on complex projects with high public interest;
- Project approach that addresses the needs of the Project based on our experience on similar projects and in the Perkins County Canal area; and
- communication approach and commitment to promote an environment where this Project will succeed.

Our experience and approach will lead to a streamlined analysis effort that will generate a defensible analysis document.

ATTACHMENT A

Request for Proposal for Contractual Services (signed copy)

REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES FORM

BIDDER MUST COMPLETE THE FOLLOWING

By signing this Request for Proposal for Contractual Services form, the bidder guarantees compliance with the procedures stated in this Request for Proposal and agrees to the terms and conditions unless otherwise indicated in writing, certifies that contractor maintains a drug free workplace, and certifies that bidder is not owned by the Chinese Communist Party.

Per Nebraska's Transparency in Government Procurement Act, Neb. Rev Stat § 73-603 DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Contractors. This information is for statistical purposes only and will not be considered for contract award purposes.

_____ NEBRASKA CONTRACTOR AFFIDAVIT: Bidder hereby attests that bidder is a Nebraska Contractor. "Nebraska Contractor" shall mean any bidder who has maintained a bona fide place of business and at least one employee within this state for at least the six (6) months immediately preceding the posting date of this Solicitation.

_____ I hereby certify that I am a Resident disabled veteran or business located in a designated enterprise zone in accordance with Neb. Rev. Stat. § 73-107 and wish to have preference, if applicable, considered in the award of this contract.

_____ I hereby certify that I am a blind person licensed by the Commission for the Blind & Visually Impaired in accordance with Neb. Rev. Stat. § 71-8611 and wish to have preference considered in the award of this contract.

FORM MUST BE SIGNED MANUALLY IN INK OR BY DOCUSIGN

BIDDER:	Merjent, Inc.
COMPLETE ADDRESS:	1 Main Street, SE, Suite 300, Minneapolis, MN 55414
TELEPHONE NUMBER:	[redacted]
FAX NUMBER:	N/A
DATE:	July 3, 2025
SIGNATURE:	[redacted]
TYPED NAME & TITLE OF SIGNER:	John Canne, Chief Growth Officer

ATTACHMENT B

Form A, Bidder Contact Sheet

Form A

Bidder Contact Sheet

Request for Proposal NeDNR (NDNR25-01)

Form A should be completed and submitted with each response to this Request for Proposal. This is intended to provide the State with information on the bidder's name and address, and the specific person(s) who are responsible for preparation of the bidder's response.

Preparation of Response Contact Information	
Bidder Name:	Merjent, Inc.
Bidder Address:	1 Main Street, SE, Suite 300, Minneapolis, MN 55414
Contact Person & Title:	Jared Baxter, Project Manager
E-mail Address:	[redacted]
Telephone Number (Office):	[redacted]
Telephone Number (Cellular):	[redacted]
Fax Number:	N/A

Each bidder shall also designate a specific contact person who will be responsible for responding to the State if any clarifications of the bidder's response should become necessary. This will also be the person who the State contacts to set up a presentation/demonstration, if required.

Communication with the State Contact Information	
Bidder Name:	Merjent, Inc.
Bidder Address:	1 Main Street, SE, Suite 300, Minneapolis, MN 55414
Contact Person & Title:	Jared Baxter, Project Manager
E-mail Address:	[redacted]
Telephone Number (Office):	[redacted]
Telephone Number (Cellular):	[redacted]
Fax Number:	N/A

ATTACHMENT C

Sample Certificate of Liability Insurance

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 8/14/2024

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 Kraus - Anderson Insurance Agency, Inc. 420 Gateway Blvd Burnsville MN 55337	**CONTACT NAME:** Certificates Department **PHONE (A/C, No, Ext):** [redacted] **FAX (A/C, No):** [redacted] **E-MAIL ADDRESS:** certificates@kainsurance.com
	INSURER(S) AFFORDING COVERAGE — **NAIC #** **INSURER A :** Transportation Insurance Compa — [redacted] **INSURER B :** The Continental Insurance Comp — [redacted] **INSURER C :** Continental Casualty Company — [redacted] **INSURER D :** Valley Forge Insurance Company — [redacted] **INSURER E :** **INSURER F :**
INSURED MERJINC-01 Merjent Inc 1 Main Street SE, Suite 300 Minneapolis MN 55414	

COVERAGES **CERTIFICATE NUMBER:** 506503997 **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.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
D	X **COMMERCIAL GENERAL LIABILITY** [ ] CLAIMS-MADE [X] OCCUR X XCU/Cont. Liab X Broad Form PD GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [X] PRO-JECT [X] LOC [ ] OTHER:			[redacted]	8/16/2024	8/16/2025	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG 	$ [redacted] $ [redacted] $ [redacted] $ [redacted] $ [redacted] $ [redacted] $
A	**AUTOMOBILE LIABILITY** X ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [ ] HIRED AUTOS ONLY [ ] NON-OWNED AUTOS ONLY			[redacted]	8/16/2024	8/16/2025	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) 	$ [redacted] $ $ $ $
B	X **UMBRELLA LIAB** [X] OCCUR **EXCESS LIAB** [ ] CLAIMS-MADE DED [X] RETENTION $ 0			[redacted]	8/16/2024	8/16/2025	EACH OCCURRENCE AGGREGATE 	$ [redacted] $ [redacted] $
C	**WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N: N **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		[redacted]	8/16/2024	8/16/2025	X PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ [redacted] $ [redacted] $ [redacted]
C	Environmental Prof. Liab. Incl. Pollution Incident (Claims Made & Reported)			[redacted]	8/16/2024	8/16/2025	Each Claim Aggregate	$1,0[redacted]

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

CERTIFICATE HOLDER

For Informational Purposes Only

CANCELLATION

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 [redacted]

ATTACHMENT D

Merjent's Financial Statements

MERJENT, INC.

CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2024 AND 2023

MERJENT, INC.

CONTENTS

December 31, 2024 and 2023

CUMMINGS KEEGAN CPAs & Advisors

cummingskeegan.com
952.345.2500
600 S Highway 169, Suite 1400, St. Louis Park, MN 55426

INDEPENDENT ACCOUNTANT'S REVIEW REPORT

Management and Board of Directors
Merjent, Inc.
Minneapolis, Minnesota

We have reviewed the accompanying consolidated financial statements of Merjent, Inc. (an S corporation) which comprise the balance sheets as of December 31, 2024 and 2023, and the related consolidated statements of operations, stockholders' equity, and cash flows for the years then ended and the related notes to the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America. A review includes primarily applying analytical procedures to management's financial data and making inquiries of Company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the consolidated financial statements as a whole. Accordingly, we do not express such an opinion.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement whether due to fraud or error.

Accountant's Responsibility

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the consolidated financial statements for them to be in accordance with accounting principles generally accepted in the United States of America. We believe that the results of our procedures provide a reasonable basis for our conclusion.

We are required to be independent of Merjent, Inc. to meet our ethical responsibilities, in accordance with the relevant ethical requirements related to our review.

Accountant's Conclusion

Based on our reviews, we are not aware of any material modifications that should be made to the accompanying consolidated financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America.

April 30, 2025
St. Louis Park, Minnesota

MERJENT, INC.

CONSOLIDATED BALANCE SHEETS
DECEMBER 31, 2024 AND 2023

ASSETS

	2024	2023
Current assets		
Cash and cash equivalents	$ [redacted]	$ [redacted]
Trade receivables, net of current expected credit loss of $0	[redacted]	[redacted]
Unbilled revenue, net of current expected credit loss of $0	[redacted]	[redacted]
Prepaid expenses and other current assets	[redacted]	[redacted]
Total current assets	[redacted]	[redacted]
Property and equipment, net of accumulated depreciation	[redacted]	[redacted]
Goodwill, net of amortization	[redacted]	-
Operating lease right-of-use asset, net of accumulated amortization	[redacted]	[redacted]
Security deposit	[redacted]	[redacted]
Total other current assets	[redacted]	[redacted]
Total assets	$ [redacted]	[redacted]

See Independent Accountant's Review Report and Notes to the Consolidated Financial Statements

MERJENT, INC.

CONSOLIDATED BALANCE SHEETS
DECEMBER 31, 2024 AND 2023
(Continued)

LIABILITIES AND STOCKHOLDERS' EQUITY

	2024	2023
Current liabilities		
Accounts payable	$	
Deferred revenue		
Accrued expenses		
Current portion of operating lease liability		
Current portion of long-term debt		
Total current liabilities		
Operating lease liability, net of current portion		
Long-term debt, net of current portion		
Total other current liabilities		
Total liabilities		
Stockholders' equity		
Common stock - $.01 par value; 300 shares authorized; 130 issued and outstanding		
Additional paid-in capital		
Retained earnings		
Total stockholders' equity		
Total liabilities and stockholders' equity	$	

See Independent Accountant's Review Report and Notes to the Consolidated Financial Statements

MERJENT, INC.

CONSOLIDATED STATEMENTS OF OPERATIONS
FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023

	2024		2023	
	Amount	% of Revenues	Amount	% of Revenues
Revenue, net	$ [redacted]	[redacted] %	[redacted]	[redacted] %
Cost of sales				
Direct salary expense	[redacted]	[redacted]	[redacted]	[redacted]
Consultant fees	[redacted]	[redacted]	[redacted]	[redacted]
Other direct operating costs	[redacted]	[redacted]	[redacted]	[redacted]
Total cost of sales	[redacted]	[redacted]	[redacted]	[redacted]
Gross profit	[redacted]	[redacted]	[redacted]	[redacted]
Expenses				
Operating and administrative	[redacted]	[redacted]	[redacted]	[redacted]
Income from operations	[redacted]	[redacted]	[redacted]	[redacted]
Other income (expense)				
Interest expense	[redacted]	[redacted]	[redacted]	[redacted]
Interest income	[redacted]	[redacted]	[redacted]	[redacted]
Other	[redacted]	[redacted]	[redacted]	[redacted]
Total other income (expense)	[redacted]	[redacted]	[redacted]	[redacted]
Net income	$ [redacted]	[redacted] %	[redacted]	[redacted] %

See Independent Accountant's Review Report and Notes to the Consolidated Financial Statements

MERJENT, INC.

CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY
FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023

	Common Stock $.01 Par	Additional Paid-in Capital	Retained Earnings	Total Stockholders' Equity
Balance - January 1, 2023	$			
Distributions to stockholders				
Net income				
Balance - December 31, 2023				
Distributions to stockholders				
Issuance of shares - New Par $.0001				
Net income				
Balance - December 31, 2024	$			

See Independent Accountant's Review Report and Notes to the Consolidated Financial Statements

MERJENT, INC.

CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023

	2024	2023
Cash flows from operating activities:		
Net income	$	
Adjustments to reconcile net income to net cash provided by operating activities:		
Loss on disposal of assets		
Depreciation		
Noncash lease expense		
Amortization		
Compensation expense		
Net changes in assets and liabilities:		
Trade receivables		
Unbilled revenue		
Prepaid expenses and other current assets		
Security deposit		
Accounts payable	3	
Deferred revenue		
Accrued expenses		
Net cash provided by operating activities		
Cash flows from investing activities:		
Purchase of property and equipment		
Pruchase of goodwill - Galileo		
Proceeds from sale of property and equipment		
Cash acquired from acquisition of Galileo		
Net cash used in investing activities		
Cash flows from financing activities:		
Proceeds from issuance of long-term debt		
Payments on long-term debt		
Stockholder distributions		
Net cash used in financing activities		
Net increase in cash and cash equivalents		
Cash and cash equivalents – beginning of year		
Cash and cash equivalents – end of year	$	

See Independent Accountant's Review Report and Notes to the Consolidated Financial Statements

MERJENT, INC.

CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023
(Continued)

	2024	2023
Supplemental disclosure of cash flow information:		
Cash paid during the year:		
Interest	$ [redacted]	[redacted]
Non-cash investing and financial activity		
Acquisition of business through stock issuance	$ [redacted]	[redacted]

On April 13, 2024, the Company acquired Galileo Project LLC for a total consideration of $2,400,000 minus working capital adjustment. The consideration was settled through a share exchange of $2,389,449

During the year ended December 31 2023, the Company financed the purchase of equipment for $565,000 (Note 4)

See Independent Accountant's Review Report and Notes to the Consolidated Financial Statements

1. Summary of Significant Accounting Policies

Description of Business - Merjent, Inc. (the Company) is a professional environmental consulting company specializing in the energy industry, with a focus on oil and gas pipelines, electric utilities, biofuels, and wind and mining projects throughout the United States. Services are provided on credit terms that the Company establishes for individual customers.

Revenue Recognition – The Company recognizes revenue as follows:

Services
The Company primarily contracts for jobs on a time and direct expense basis. Revenues from these contracts are recorded on the accrual basis and are recognized as the work is performed, pursuant to the performance obligations within the contract. The Company records as unbilled revenue the time and direct expenses incurred but not yet billed to its customers, less any valuation adjustments, and recognizes the revenue as it satisfies substantially all performance obligations within the contract with the customer. In limited cases, a customer may prepay for services, in which case the Company records a liability of deferred revenue until the work is performed, pursuant to the obligations within the contract.

The Company's net revenues can be disaggregated into the different sectors in which services are provided. Since substantially all contracts the Company is engaged in are structured in a similar fashion, the varying service sectors do not impact the nature, amount, timing, and uncertainty of revenue and cash flows outside of standard operations.

Disaggregation of net revenues for the year ended December 31, are as follows:

By Service Sector	2024	2023
Power	$ [redacted]	[redacted]
Natural Gas	[redacted]	[redacted]
Products	[redacted]	[redacted]
Other		
Carbon Capture and Sequestration	[redacted]	[redacted]
Biofuels	[redacted]	[redacted]
	$ [redacted]	[redacted]

1. Summary of Significant Accounting Policies (continued)

Revenue Recognition - (continued)

Receivables and contract balances from contracts with customers as of January 1, 2023, were as follows:

Trade Receivables, net of current expected credit losses of $0	$	[redacted]
Unbilled Revenue, net of current expected credit losses of $0	$	[redacted]
Deferred Revenue	$	[redacted]

Service Sector descriptions are as follows:

Natural Gas – The Company's Natural Gas Team partners with the Gas industry on pipeline services for natural gas: merging energy and the environment. The Company works on thousands of miles of transmission and distribution pipelines and hundreds of facility sites throughout North America. The Company routes, surveys, permits, inspects projects, and provides operations and maintenance support services for their clients.

Power – The Company's Power Team partners with clients to develop and permit projects related to the generation, transmission, and storage of Renewable and/or Carbon-Free electricity. This includes Electric Transmission (included Fiber Optic, Distribution, Substations, and other infrastructure), Utility-Scale Wind, Utility-Scale Solar, Hydro Power, Electric Power Storage and Nuclear Power.

Carbon Capture and Sequestration – The Company's Carbon Capture and Sequestration (CCS) Team partners with the CCS industry on carbon management services to help decarbonize our world. The Company works on thousands of miles of transmission pipelines and dozens of carbon capture facility sites throughout North America. The Company routes, surveys, permits, inspects projects, and provides operations and maintenance support services for their clients.

Products – The Company's Products Team partners with the Oil industry on pipeline services for crude oil, and liquids: merging energy and the environment. The Company works on thousands of miles of transmission and distribution pipelines and hundreds of facility sites throughout North America. The Company routes, surveys, permits, inspects projects, and provides operations and maintenance support services for their clients.

Other – The Company's team provides environmental services to a variety of sectors outside of the Biofuels, Oil and Gas, Wind and Solar, Electric Transmission and Transportation sectors including Agricultural, Commercial, Industrial, Manufacturing, Mining, Nuclear/Coal/Natural Gas Power Generation, Refining, Transportation and Safety.

1. Summary of Significant Accounting Policies (continued)

Revenue Recognition - (continued)

Biofuels – The Company's Biofuels Team provides environmental permitting and compliance services, including air quality, water quality, health and safety, RFS2 engineering, and public outreach across the nation. Biofuels include plant-based fuels and specialty chemicals (e.g., ethanol, butanol, biodiesel).

Cash and Cash Equivalents - The Company maintains its cash in deposit accounts that, at times, may exceed federally insured limits. The Company has not experienced any losses in such accounts.

Trade Receivables and Unbilled Revenue - Trade receivables are carried at original invoice amount, less an estimate made for expected credit losses, if deemed necessary by management, based on a review of all outstanding amounts on a monthly basis. At December 31, 2024 and 2023, management has determined that no current expected credit loss was necessary based on historical and review of outstanding amounts. Trade receivables are written off when deemed uncollectible. Recoveries of trade receivables previously written off are recorded when received. A trade receivable is considered past due if outstanding beyond normal credit terms. There was credit loss exposure of [redacted] for both years ended December 31, 2024, and 2023.

Unbilled revenues are carried at amounts management expects to collect net of any current expected credit losses. Management determines if any related amounts should be written off based on historical and expected forecasts. There was no credit loss exposure related to unbilled revenue in either year ended December 31, 2024 and 2023, respectively.

Property and Equipment - Property and equipment are capitalized at cost. When an asset is sold or retired, its cost and related accumulated depreciation are removed from the accounts and any gain or loss from disposition is reflected in the statement of operations. Depreciation is provided for by using straight-line and accelerated methods over the expected useful lives.

1. Summary of Significant Accounting Policies (continued)

Property and Equipment - (continued)

Property and equipment as of December 31, 2024 and 2023, consisted of the following:

	2024	2023	Expected Life (Years)
Automobiles	$ [redacted]	[redacted]	5-10
Computers and software	[redacted]	[redacted]	3-7
Equipment	[redacted]	[redacted]	3-7
Furniture and fixtures	[redacted]	[redacted]	7
Leasehold improvements	[redacted]	[redacted]	Life of lease
Total	[redacted]	[redacted]	
Less: Accumulated Depreciation	[redacted]	[redacted]	
Property and equipment, net	$ [redacted]	[redacted]	

Impairment of Long-Lived Assets - Long-lived assets, primarily equipment and leasehold improvements, to be held and used are reviewed for impairment whenever events or changes in circumstances indicate that the related carrying amount may not be recoverable. When required, management would determine whether the carrying value exceeds expected undiscounted cash flows resulting from the use of the assets. If so, impairment losses may be recognized if the asset's carrying amount exceeds its fair value. Management determined no impairment charges were required for the years ended December 31, 2024 or 2023.

Leases – Refer to the Recently Adopted Accounting Pronouncements below in Note 1 and Note 3 for information on the Company's operating lease policies.

Advertising Expense – The Company expenses advertising costs as they are incurred. Advertising expense totaled approximately [redacted] for the years ended December 31, 2024 and 2023, respectively.

Use of Estimates - The preparation of the consolidated financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

1. Summary of Significant Accounting Policies (continued)

Income Taxes - The Company has elected to be taxed in accordance with provisions of Subchapter S of the Internal Revenue Code. In lieu of corporate income taxes, the stockholders of an S corporation are taxed on their proportionate share of the Company's taxable income or loss. Accordingly, no provision for income taxes has been included in the consolidated financial statements. The Company intends to make distributions to assist the stockholders in paying their taxes on the Company's income. Accrued stockholders' distributions are a result of distributions accrued in a prior year. There were no accrued stockholders' distributions for the years ended December 31, 2024 or 2023.

Management evaluates the Company's tax positions, including its status as a pass-through entity for federal and state tax purposes, and has determined that the Company has taken no material uncertain tax positions that require adjustment to the consolidated financial statements.

Goodwill Recognition – Goodwill was recognized when The Company obtained control of the Galileo Project LLC through a business combination in 2024. The measurement of goodwill used was through the consideration transferred and less the net identifiable assets acquired. The Company has elected to amortize the goodwill over the following 10 years on a straight-line basis at recognition. Goodwill for the first year totals [redacted] less amortization of [redacted] for a total carrying amount of [redacted]. Galileo Project LLC is in the business of doing project management with public participant and consulting services specializing in complex projects.

1. Summary of Significant Accounting Policies (continued)

Recently Adopted Accounting Pronouncements

At the beginning of 2023, the Company adopted FASB ASU 2016-13, *Financial Instruments – Credit Losses* (Topic 326): *Measurement of Credit Losses on Financial Instruments*, as amended, which modifies the measurement of expected credit losses on certain financial instruments. The Company adopted this new guidance utilizing the modified retrospective transition method. The adoption of this standard did not have a material impact on the Company's consolidated financial statements but did change how the allowance for credit losses is determined.

In June 2016, the FASB issued updated guidance for recognizing credit losses on certain financial instruments based on an estimate of current expected credit losses. Entities will be required to estimate lifetime expected credit losses based on an asset's amortized cost that reflects losses expected over the remaining contractual life of an asset. The estimate of expected credit losses should consider historical information, current information, and reasonable and supportable forecasts of future events and circumstances, as well as estimates of prepayments. This includes the risk of loss, even when that risk is remote. The guidance also modifies existing other-than-temporary impairment guidance for available-for-sale debt securities to require the use of an allowance rather than a direct write down of the investment, and replaces existing guidance for purchased credit deteriorated loans and debt securities. The Company adopted the guidance on its required effective date for non-public entities of January 1, 2023, using a modified retrospective approach. The Company is currently assessing the impact of this guidance on its consolidated financial statements.

The Company adopted ASU 2014-02 *Intangibles-Goodwill and Other (Topic 350). ASU 2014-02* should be adopted prospectively for new goodwill recognized in annual periods beginning after December 15, 2014, and interim periods within annual periods beginning after December 15, 2015.

In 2014, the FASB issued ASU 2014-02 as guidance on alternative accounting treatments of goodwill and intangible assets for private companies. These alternatives are optional electives that can be adopted anytime as a policy election for non-public entities. The alternative treatment of goodwill allows companies, on a prospective basis, to amortize current and future goodwill balances on a straight-line basis over a period of time not to exceed 10 years. The alternative treatment of intangible assets allows companies, on a prospective basis for transactions that occur subsequent to the adoption of this alternative, to subsume certain qualifying intangible assets into the goodwill balance at the acquisition date of a business combination and accounted for as goodwill subsequent to the acquisition date. The Company elected to adopt this private company alternative guidance on January 1, 2024.

1. Summary of Significant Accounting Policies (continued)

Recently Adopted Accounting Pronouncements (continued)

In June 2018, the FASB issued ASU 2018-07, *Compensation – Stock Compensation (Topic 718), Improvements to Nonemployee Share-Based Payment Accounting*. These amendments expand the scope of Topic 718, Compensation - Stock Compensation, which only included share-based payments to employees, to include share-based payments issued to nonemployees for goods or services. Consequently, the accounting for share-based payments to nonemployees and employees are now substantially aligned. The ASU superseded Subtopic 505-50, *Equity – Equity-Based Payments to Non-Employees*. The Company adopted this ASU effective January 1, 2024. However, the amendments did not have an impact on the Company's consolidated financial statements because the Company does not currently have any stock-based payment awards outstanding to nonemployees.
ASU 2016-09, "*Compensation—Stock Compensation (Topic 718) Improvements to Employee Share-Based Payment Accounting*" was issued by the FASB in March 2016. The purpose of this amendment is to simplify several aspects of the accounting for share-based payment transactions, including the income tax consequences, classification of awards as either equity or liabilities, and classification on the statement of cash flows. The amendments in this update are effective for public business entities for fiscal years, and for interim periods within those fiscal years, beginning after December 15, 2016. Early adoption is permitted. The Company does not believe that this guidance will have a material impact on its consolidated results of operations, financial position or disclosures.

In June 2018, the FASB issued Accounting Standards Update ("ASU") 2018-07, "*Compensation-Stock Compensation* (Topic 718): *Improvements to Nonemployee Share-Based Payment Accounting*", which simplifies the accounting for nonemployee share-based payment transactions by aligning the measurement and classification guidance, with certain exceptions, to that for share-based payment awards to employees. The amendments expand the scope of the accounting standard for share-based payment awards to include share-based payment awards granted to non-employees in exchange for goods or services used or consumed in an entity's own operations and supersedes the guidance related to equity-based payments to non-employees. The Company adopted these amendments on January 1, 2019. The adoption of these amendments did not have a material impact on the consolidated financial statements and related disclosures.

Subsequent Events - In preparing these consolidated financial statements, management has evaluated events and transactions for potential recognition or disclosure through April 30, 2025, the date on which the consolidated financial statements were available to be issued.

2. Line of Credit

The Company has a line of credit that provides available borrowings up to [redacted], with interest at the greater rate of 1.00 percentage point over the index of 3.25 percent or a floor rate of 4.25 percent. The interest rate on the line of credit for both years ended December 31, 2024 and 2023 was 9.50%. Borrowings under the line of credit are secured by the Company's assets and personally guaranteed by the stockholders. The line of credit agreement contains certain financial covenants, which, among other things, requires the Company to maintain minimum tangible net worth and debt service coverage ratios. The Company was either in compliance with, or had obtained waivers for, certain financial covenants at December 31, 2024. The Company received advances on the line and repaid in full during the years ended December 31, 2024 and 2023, respectively.

3. Leases

The Company entered into a new lease agreement for office space and parking commencing on May 1, 2019, which provides for an 86-month term, with escalating base monthly lease payments ranging from [redacted]. The Company is responsible for their share of common area costs. An option to renew the terms at fair market rent for an additional 60 months may be exercised provided a 12-month advanced written notice to the lessor. The Company is not reasonably certain they will renew, and therefore the renewal term is not recognized as part of the right-of-use asset ("ROU").

In 2022, the Company leased a secondary space with lease payments of [redacted] per month, commencing on July 15, 2021, and provides a 12-month term with an automatic renewal of 12-month increments thereafter. The Company was considering opting out of the automatic renewal, and therefore considered this lease a short-term lease as discussed in Note 1 under lease policies and assumptions for the year ended December 31, 2022. In 2023, the Company entered into a new agreement, which provides for a 36-month term, with base monthly lease payments of [redacted]. The Company is responsible for care and maintenance of the premises related to their usage. An option to renew the terms is available. The Company is not reasonably certain they will renew, and therefore the renewal term is not recognized as part of the right-of-use asset ("ROU").

The Company leases equipment, which includes monthly installments of [redacted] starting January 2023 until December 2026, the date of maturity. At the end of the term, the Company has options to either purchase at fair market value, renew the agreement, or return the equipment.

3. Leases – (continued)

The following is for the Company's operating leases for the years ending December 31:

Lease expense	2024	2023
Operating lease expense	$ [redacted]	[redacted]
Variable lease expense	[redacted]	[redacted]
Total lease expense	$ [redacted]	[redacted]
Other information		
Cash paid for amounts included in the measurement of lease liabilities		
Operating cash flows from operating lease	$ [redacted]	[redacted]
ROU assets obtained in exchange for new operating leases liabilities	$ [redacted]	[redacted]
Weighted-average remaining lease term in years for operating leases	[redacted]	[redacted]
Weighted-average discount rate for operating leases	[redacted]	[redacted]
Maturity Analysis		
2025	$ [redacted]	
2026	[redacted]	
2027	[redacted]	
Total lease expense	[redacted]	
Less: present value discount	[redacted]	
Total operating lease liability	$ [redacted]	

4. Long-Term Debt

At December 31, 2024 and 2023, long-term debt consisted of the following:

	2024	2023
Note payable to Northeast Bank for equipment. Interest only during 2021 at 4.00% per annum. Monthly payments of [redacted], including interest at 4.00%, began on January 17, 2022, with a maturity of August 17, 2026.	$ [redacted]	[redacted]
Note payable to Northeast Bank for equipment. Interest only through August 5, 2022, then monthly payments of [redacted], with a maturity of November 5, 2026. Interest is 4.00% per annum.	[redacted]	[redacted]
Note payable to Northeast Bank for equipment. Interest only through September 17, 2023, then monthly payments of [redacted], including interest at 6.050%, began on March 17, 2023, with a maturity of March 17, 2028.	[redacted]	[redacted]
Note payable to Hennessey Implement Inc. for equipment. No interest on loan. Monthly payments of $[redacted], began on November 11, 2023, with a maturity of October 12, 2028.	[redacted]	[redacted]
Note payable to CNH Capital for equipment. No interest on loan. Monthly payments of [redacted], began on June 17, 2024, with a maturity of May 17, 2030.	[redacted]	[redacted]
Note payable to CNH Capital for equipment. No interest on loan. Monthly payments of [redacted], began on June 17, 2024, with a maturity of May 17, 2030.	[redacted]	[redacted]
Note payable to CNH Capital for equipment. No interest on loan. Monthly payments of [redacted], began on April 1, 2024, with a maturity of March 1, 2029.	[redacted]	[redacted]

4. Long-Term Debt – (continued)

Note payable to CNH Capital for equipment. No interest on loan. Monthly payments of [redacted], began on May 1, 2024, with a maturity of April 1, 2027.	[redacted]
Note payable to PNC for equipment. No interest on loan. Monthly payments of [redacted], began on June 30, 2024, with a maturity of June 30, 2026.	[redacted]
Note payable to Northeast Bank for equipment. at 7.15% per annum. Monthly payments of [redacted], including interest began on April 25, 2024, with a maturity of October 14, 2028.	[redacted]
Total debt	[redacted]
Less current portion	[redacted]
Total long-term debt, net of current portion	$ [redacted]

Future maturities of long-term debt as of December 31, 2024, are as follows:

2025	$ [redacted]
2026	[redacted]
2027	[redacted]
2028	[redacted]
2029	[redacted]
Thereafter	[redacted]
	$ [redacted]

5. Retirement Plan

The Company has a 401(k) retirement plan covering eligible employees that provides a fixed match of employees' eligible compensation based on the employees' deferral percentage. The Company's contributions to the plan totaled approximately [redacted] and [redacted] for the years ended December 31, 2024 and 2023, respectively.

6. Stockholders' Equity

Under the terms of the Shareholder Control Agreement ("Agreement"), as amended, share transfers are subject to various restrictions, as defined by the Agreement. The Company is required to redeem a stockholder's shares upon termination of employment, death, or termination of the S corporation election, or other triggering events, and the Company has the option to redeem a stockholder's shares upon disability or other events. The shares are also subject to drag-along rights provisions in the event of a sale of the Company. The Company treats the original purchase price of the stock (approximately [redacted] per share) as the stated value of the stock. The redemption value is based on the Agreement Price, which is a combination of book value and fair market value based on an annual valuation of the Company.

The applicable combination of book and fair value used for the Agreement Price for the years ended December 31 are as follows:

2021	75% book value and 25% fair market value
2022	50% book value and 50% fair market value
2023	25% book value and 75% fair market value
2024 and thereafter	100% fair market value

7. Concentrations

As of December 31, 2024, the Company had one major customer, which accounted for approximately 15% of trade receivables. As of December 31, 2023, the Company had one major customer, which accounted for approximately 17% of trade receivables.

As of December 31, 2024, the Company had two major customers, which accounted for approximately 34% of total net revenue. As of December 31, 2023, the Company had two major customers, which accounted for approximately 23% of total net revenue.

As of December 31, 2024, the Company had one major vendor, which accounted for approximately 17% of total accounts payable. As of December 31, 2023, the Company had three major vendors, which accounted for 75% of total accounts payable.

8. Business Acquisition

On April 13, 2024, Merjent completed the acquisition of Galileo Project, LLC for a total purchase price of [redacted] through a share issuance.

The acquisition was accounted for as a business combination under the acquisition method of accounting in accordance with ASC 805, *Business Combinations*. Accordingly, the assets acquired and liabilities assumed were recorded at their estimated fair values as of the acquisition date.

9. Stock Split

The Company's Board of Directors approved a 100-for-1 forward stock split of its common stock. As a result of the stock split, each holder of record received 100-for-1 shares of common stock for each share held as of the record date. The total number of shares outstanding increased from 130 to 13,000.

The par value of the common changed to [redacted] per share. The stock split has been applied to all periods presented in the accompanying consolidated financial statements including all shares and per-share data.

10. Subsequent Events

Subsequent to the balance sheet date, developments have occurred related to the Company's ongoing litigation with the Equal Employment Opportunity Commission (EEOC). While the case remains unresolved as of the date of issuance of these consolidated financial statements, management has advised that there is a possibility of additional legal and settlement-related costs being incurred as the proceedings advance.

Although the final outcome cannot be predicted with certainty at this time, the Company believes that the majority of any additional fees or settlements, if incurred, would be covered under its existing liability insurance policies, subject to applicable deductibles and policy limits.

Management has evaluated these developments and determined that they represent a nonrecognized subsequent events under ASC 855, *Subsequent Events*, as the additional changes will arise after the balance sheet date and do not provide additional evidence about conditions that existed as of that date. Accordingly, no adjustments have been made to the consolidated financial statements.

The Company will continue to monitor the litigation and assess any changes in the likelihood or amount of potential loss as more information becomes available.

10. Subsequent Events - (continued)

Subsequent to the balance sheet date, the Company had their 4th line of credit with Northeast Bank payment date changed from March 14, 2029 to November 14, 2028.

ATTACHMENT E

Resumes of Proposed Team

JARED BAXTER

PROFESSIONAL EXPERIENCE

Jared Baxter is a Senior Project Manager with more than 8 years of experience in the federal permitting process, specializing in National Environmental Policy Act (NEPA) compliance. Jared is experienced with permitting water resource projects in the western U.S., beginning his career as a NEPA specialist for the Department of Interior, Bureau of Reclamation. Mr. Baxter managed the NEPA process for high-profile and complex projects, including the $2 billion Lake Powell Pipeline Project. He has conducted public meetings and routinely coordinates with Federal and State agencies regarding NEPA requirements. Mr. Baxter is also an expert in wildlife resources, having successfully completed multiple Section 7 consultations under the Endangered Species Act.

SELECT PROJECT EXPERIENCE

Washington County Water Conservancy District - Lake Powell Pipeline Project (2019 to 2020)

Served as NEPA Project Manager for the lead federal agency (Bureau of Reclamation) preparing the Environmental Impact Statement (EIS). Managed the interdisciplinary team made up of staff from four federal agencies and three consulting firms. Ensured compliance with applicable NEPA regulations and procedures and apprised senior leadership of schedule and budget concerns. The Lake Powell Pipeline is a proposed 140-mile-long pipeline from Glen Canyon Dam to St. George, Utah intended to increase and diversify the water supply for the growing population in Washington County, Utah.

Bureau of Reclamation – Long-term Experimental and Management Plan (2023 to 2024)

Member of the core management team. Facilitated strike team meetings to resolve comments from the lead and cooperating agencies. The EIS supplements the 2016 Final EIS for the Glen Canyon Dam Long-Term Experimental and Management Plan in order to provide more flexibility for High Flow Experimental releases essential for sediment transport in the Grand Canyon.

Bureau of Reclamation/State of Utah – Green River Block Water Exchange Contract (2019 to 2020)

NEPA Project Manager for the exchange contract which was executed in March 2020 following a finding of no significant impact (FONSI) in February 2020. Aided DOI solicitors in successfully defending the environmental assessment (EA) in both Utah District Court and the 10th Circuit Court of Appeals from litigation.

Bureau of Reclamation – El Vado Safety of Dams Modification Project (2019 to 2020)

NEPA Project Manager for the Bureau of Reclamation. Managed the NEPA process for this $50 million project in north central New Mexico. Coordinated the interdisciplinary team

across four different bureau offices. Supported Clean Water Act permitting and coordination with the U.S. Army Corps of Engineers and the New Mexico Environmental Department. The project repaired a deteriorated steel-lined dam and spillway.

Bureau of Reclamation – Big Sandy Reservoir Enlargement (2017 to 2020)
NEPA Project manager and lead for Endangered Species Act and Clean Water Act permitting fora reservoir enlargement in southwest Wyoming. Managed the interdisciplinary team preparing the EA. Coordinated with the public and with private landowners to resolve concerns about the reservoir enlargement. The project increased the capacity of Big Sandy Reservoir by about 12,000 acre-feet, firming up the water supply for the Eden Project.

EDUCATION

Master of Science, Wildlife and Wildlands Conservation, Brigham Young University, Provo, UT, 2016

Bachelor of Science, Environmental Science, Brigham Young University, Provo, UT, 2013

REFERENCES

JEFF MACKENTHUN

PROFESSIONAL EXPERIENCE

Jeff Mackenthun is a Principal and Project Manager with over 28 years of experience planning, permitting, and constructing energy infrastructure projects. Jeff specializes in mid- to large-scale infrastructure projects across the U.S. Jeff divides his workload between federal agency third-party contractor services and client-based services. As a federal contractor, Jeff completes National Environmental Policy Act (NEPA) reviews and develops Environmental Assessments (EA) and Environmental Impact Statements (EIS) to support NEPA and federal decision-making processes. To support client services, Jeff supports the development of routes and project designs; manages field surveys; plans and coordinates stakeholder outreach; prepares federal, state, and local permit applications; coordinates with agencies throughout the permitting and construction phases; and manages compliance reporting during construction. Jeff also has experience conducting water resource and threatened and endangered species surveys; managing wetland monitoring services; implementing GIS; and conducting environmental inspections and compliance monitoring.

SELECT APPLICANT PROJECT EXPERIENCE

Grid United – Wyoming Intertie Project (2023 to 2024)

Merjent's Project Manager for the development of a 110-mile, 500-kilovolt, direct current electric transmission line, including two convertor stations and supporting alternate current transmission lines to tie into existing infrastructure. Participated in route and design development, field survey management and planning, development of the BLM SF299 application and Plan of Development, and development of the Department of Energy application for federal grant funding under the Coordinated Interagency Authorizations and Permits (CITAP) Program. These tasks were coordinated and developed in collaboration with a large interdisciplinary team of consultants. In late 2024, responsibilities transitioned into a Principal Advisor role.

Carroll Electric Cooperative – Dry Creek to Smyrna Transmission Line (2021 to 2022)

Project Manager for 31.4 miles of new 161-kV transmission line in Arkansas. Management included cultural and biological surveys; architectural evaluations; Section 7 and Section 106 consultations; NEPA review and preparation of an applicant-prepared EA for U.S. Department of Agriculture, Rural Development federal funding; acquisition of an Arkansas Public Service Commission Certificate, stormwater authorization, and state water crossing permits.

ONEOK – Demicks Lake Pipeline Project (2018 to 2019)

Managed NEPA support and the development of an EA for a 3-mile project that crosses 2 miles of Corps of Engineers land (Section 408 Process) in North Dakota. The Lake Sakakawea horizontal direction drill crossing included geotechnical assessments, an inadvertent return assessment, leak dispersion modeling, and a detailed crossing implementation plan.

Kinder Morgan, Highland Partners – Bakken Missouri River Project (2018 to 2019)

Managed NEPA support and development of an EA for a 76-mile natural gas liquids pipeline that crosses 9 miles of the Little Missouri National Grassland in North Dakota and involved significant COE Section 408 permitting related to the crossing of the Missouri River.

Enbridge – Line 6B Replacement Projects (2011 to 2016)

Project Manager and Permitting Specialist for various replacement project along a crude oil pipeline in Indiana and Michigan, including the 2012 Replacement Project, St. Clair River HDD Project, 2012 Maintenance and Rehabilitation Project and 2011 Fall Survey Effort. Facets of each project included PSC Certificate support/EIR preparation, state and federal permitting, and survey and contractor management.

Questar – Mainline 104 Extension to Fidlar Project (2009-2011)

Provided federal and state permitting and consultation support for a 25-mile, 24-inch diameter natural gas pipeline in Uintah County, Utah. Supported the development of the FERC 7(c) application; the applicant-prepared EA developed in cooperation with the BML, FWS, Bureau of Indian Affairs, and Public Lands Policy Coordination Office; survey management; Section 10 U.S. Army Corps of Engineers permitting, and other federal and state permitting and consultation.

SELECT THIRD-PARTY PROJECT EXPERIENCE

Edenville Dam Restoration Project (2024 to present)

Project Manager for a U.S. Fish and Wildlife Service (FWS) Environmental Assessment (EA) in response to an Incidental Take Permit for the restoration of Edenville Dam and Wixom Lake in Gladwin and Midland Counties, Michigan. Responsibilities included review and comment on the Habitat Conservation Plan; coordination with state agencies, preparation of the introduction, project description, alternatives, affected environment, environmental consequences, soils, vegetation, wildlife, air quality and climate, and socioeconomic-environmental justice sections of the EA; and preparation of responses to stakeholder comments on the draft EA.

Tellurian – Driftwood Line 200 and Line 300 Project (2020 to 2022)

Project Manager for a FERC third-party EIS for the proposed construction of 36-miles of dual 42-inch natural gas pipelines in Louisiana, including the construction and operation of a 211,000 hp electric compressor station and 11 meter stations. Responsibilities included participation in virtual scoping sessions and comment meetings; authoring the executive summary, introduction, project description, water resources, alternatives, cumulative impact, and conclusion and recommendation sections of the EIS; executive review of remaining sections of EIS; and managing and executing other typical aspects of FERC third-party work. FERC Docket CP21-465.

Dominion – Atlantic Coast Pipeline and Supply Header Project (2014 to 2017)

Project Manager reporting to FERC for a third-party EIS for the proposed construction of 643 miles of natural gas pipeline in Pennsylvania, West Virginia, Virginia, and North Carolina, including the construction of three and modifying four compressor stations. Primary constraints include the crossing of two National Forests, two state forests, several recreational trails including the Appalachian Trail, the Blue Ridge Parkway, battlegrounds, cave and karst terrain, numerous sensitive species areas, and a National Wildlife Refuge.

Project included significant agency and public stakeholder outreach, engagement, and comment response. Supported development of the FERC Order and review of the implementation plan. Portions of the project were constructed, but ultimately the Project was abandoned. Supported monthly compliance monitoring and the decommission of constructed facilities for FERC. FERC Docket CP15-554, CP-555, CP15-556.

Spectra Energy, Transco, and Florida Southeast Connection – Southern Markets Pipeline Project (2013 to 2015)

Deputy Project Manager for a FERC third-party EIS for the construction of 667 miles of natural gas pipeline in Alabama, Georgia, and Florida, including the construction of six and modifying two compressor stations. Primary manager for the Florida Southeast Connection portion of the SMP Project. Authored the vegetation, aquatic resources, wildlife, and threatened and endangered species sections for the SMP Project and lead FWS coordinator. FERC Docket CP14-554, CP15-16, CP15-17

El Paso, Ruby Pipeline LLC – Ruby Pipeline Project (2008 to 2009)

Deputy Project Manager for a FERC third-party EIS for a 675-mile-long, 42-inch-diameter natural gas pipeline in Wyoming, Utah, Nevada, and Oregon. Constraints included steep topography, sensitive stream crossings, impacts to and mitigation development for sensitive species, visual resource impacts, crossing of traditional cultural property, and crossing multiple National Forests and other public use areas. Authored the water use, vegetation, aquatic resources, wildlife, and threatened and endangered species sections of the EIS. Prepared the Biological Assessment for the project, along with routing analysis with the FWS and Bureau of Land Management (BLM). Participated in agency meetings, open houses, and FERC scoping and comment meetings. FERC Docket CP09-54.

EDUCATION AND TRAINING

B.S., Environmental Studies, Bemidji State University, Bemidji, Minnesota, 1997

Professional Wetland Scientist #1414 - Society of Wetland Scientists

Certified Wetland Delineator (Minnesota #1086)

FERC Environmental Review and Compliance Seminars

REFERENCES

[redacted]

REBECCA SLOAN

PROFESSIONAL EXPERIENCE

Rebecca Sloan is a Senior Project Manager and Biologist with 17 years of experience managing and writing technical analyses in compliance with the Endangered Species Act (ESA), National Environmental Policy Act (NEPA), and Clean Water Act (CWA) for water, transportation, and energy projects led by the U.S. Army Corps of Engineers, Bureau of Reclamation, Bureau of Land Management, and the U.S. Forest Service. Rebecca has a broad background in aquatic and terrestrial systems and has expertise in impact analyses, minimization and mitigation planning, and agency coordination and negotiation, especially for large-scale, publicly visible, multi-agency projects where site access during planning is not feasible.

SELECT PROJECT EXPERIENCE

U.S. Army Corps of Engineers – California Department of Water Resources Delta Conveyance Project Biological Assessment and Section 2081(b) Incidental Take Application. Sacramento, CA (2020 to 2024)

Technical Lead for the Biological Assessment (BA) for the geotechnical testing, construction, operation, maintenance, and initial mitigation of three new water intakes, a 40-mile water tunnel, pump and surge facilities, electrical facilities, and discharge structure in the Sacramento-San Joaquin Delta. Rebecca was responsible for overseeing terrestrial authors and coordinating with the larger U.S. Army Corps of Engineers (USACE) and California Department of Water Resources (DWR) project management team. Rebecca served as a senior member of the Environmental Impact Statement (EIS) biological resources team and was responsible for leading agency coordination meetings, GIS-based impact assessment, document support staff, and technical authors.

Bureau of Ocean Energy Management – Kittyhawk Offshore Wind BA for NMFS. Virginia Beach, VA (2022 to 2024)

Served as Senior Advisor for the National Marine Fisheries Service biological assessment (BA). The document evaluated impacts from the construction, operation, maintenance, and decommissioning of 69 offshore wind turbines to marine mammals, fish, sea turtles, invertebrates, and plants.

Kansas Department of Wildlife, Forestry and Tourism – Programmatic Safe Harbor Agreement and Candidate Conservation Agreement with Assurances for Fourteen Aquatic Species. Topeka, KA (2020 to 2022)

Project Manager and Lead Author for a Safe Harbor Agreement and Candidate Conservation Agreement with Assurances for fourteen fish and mussel species and the alligator snapping turtle. The agreement authorizes incidental take coverage under the ESA to participating private landowners, and their neighbors, for participation in a program that reintroduces captive-bred individuals. The agreement allows take associated with daily activities on lands used primarily for agriculture and forestry, including ranching.

U.S. Forest Service Headquarters – 228A Mining Rule Change EIS. Washington, DC (2020)
As a Project Biologist, Rebecca wrote the water resources section of the EIS, which evaluated the effects of the rule change on waterbodies in compliance with NEPA.

Bureau of Land Management – Bald Mountain Mine, Juniper Project. Ely, NV (2020)
As the Lead Author for the Biology Resources section of the EIS, Rebecca drafted impact analyses, avoidance and minimization measures, and impact statements for multiple taxa including mammals, birds, reptiles, and plants in compliance with NEPA.

Bureau of Land Management – Royal Gorge Field Office. Regional Management Plan BA. Canon City, CO (2019 to 2022)
Served as the Technical Lead and Supporting Author for the Regional Management Plan (RMP) BA. The RMP sets management goals and objectives and prescribes allowable uses and actions for 20 categories of management decisions including recreation, forestry, minerals, livestock grazing, terrestrial wildlife, and wildland fire and fuel management on 660,000 acres of surface lands and 3.3 million acres of mineral estate in eastern Colorado. The BA evaluates the effects of RMP implementation on 14 federally listed plants and wildlife.

California High-Speed Rail Authority (assigned as NEPA representative for the Federal Rail Administration) – San Francisco to San Jose and San Jose to Merced Rail Sections BA and EIR/EIS. Sacramento, CA (2016 to 2021)
Rebecca served as the primary author for the Biological Opinion (BO), BA, Compensatory Mitigation Plan, and Wildlife Corridor Assessment and is a contributing technical lead and author for the EIS. The BA covers over 25 wildlife and plant species, including anadromous steelhead, and uses habitat models to estimate take and identify and prioritize mitigation lands. In addition to leading and serving as primary author on the BA and compensatory mitigation plan, Rebecca oversaw the creation and management of over 80, GIS-based terrestrial and aquatic wildlife and plant habitat models to inform the EIS analysis; served as the technical lead for GIS-based, cost-distance permeability modeling to assess impacts on wildlife movement; and managed critical habitat, local conservation conflict, and essential fish habitat analyses.

Bureau of Reclamation and USACE. California Department of Water Resources Bay-Delta Conservation Plan. Sacramento, CA (2011 to 2015)
Technical Lead of the ESA Section 10 permit application and contributing member to the biological resources section of the EIS. Led a team to determine the feasibility of achieving 65,000 acres of tidal restoration, 8,000 acres of grassland restoration, 10,000 acres of floodplain restoration, and 20 miles of channel enhancement by applying technical modeling tools, consolidating expert opinion, and gathering existing data. Served as the habitat modeling lead for 48 terrestrial and wetland species and primary contributing author of the conservation strategy and effects analysis. Worked in a multiagency setting, alongside staff from the governor's office, to address policy-level and technical comments.

EDUCATION

M.S., Environmental Studies, San Jose State University, San Jose, CA

B.S., Marine Biology, Eckerd College, St. Petersburg, FL

REFERENCES

PUBLICATIONS

Sloan, Rebecca. Symposium Organizer. Section 10 of the Endangered Species Act: An Underutilized Tool for Conservation Planning. Midwest Fish and Wildlife Conference. January 2024. St. Louis, MO.

Hunter, John; Rebecca Sloan; Jake Smith; and Rosanna McGuire. Designing the San Jose to Merced Section of California's High-Speed Rail System to Allow for Wildlife Movement. International Conference on Ecology and Transportation. September 2019.

Huber, Eric; Chandra Richards; Jon Jankovitz; John Largier; Stephanie Carlson; and Rebecca Sloan. California Drought Causes Apparent Loss of Steelhead Estuarine Nursery Habitat. A Presentation to the California and Nevada Chapter of the American Fisheries Society. April 2015.

EMILY NELSON

PROFESSIONAL EXPERIENCE

Emily Nelson is a Senior Analyst with nearly 20 years of experience providing environmental consulting services to energy companies focusing on environmental review and permitting for projects of various sizes located throughout the Midwest, Southeastern, and Southern United States. She specializes in managing and authoring environmental permit application submittals for linear pipeline projects and has authored USACE Sections 404, 408, and 10 Pre-Construction Notifications, Individual Section 401 Water Quality Certificate applications, U.S. Fish and Wildlife Service (USFWS) Section 7 and State Historic Preservation Office (SHPO) Section 106 Consultations, NPDES Stormwater permits and plans, state hydrostatic discharge permits, and a wide variety of local floodplain, levee, and erosion control permit applications.

Most recently, Ms. Nelson has managed the permitting scope for capital projects across the Midwest. In this role, she has coordinated the acquisition of USACE authorizations across multiple districts, as well as permit approvals in various states. Ms. Nelson represents clients in both internal and external meetings and oversees the coordination and acquisition of local, state, and federal permits as required.

SELECT PROJECT EXPERIENCE

ANR Pipeline Company Heartland Project (2024 to current):
Currently supporting environmental services for the Heartland Project, which includes construction of 68.9 miles of new pipeline and replacement of 1.5 miles of existing pipeline along existing ANR line in Wisconsin and Illinois. Emily is the non-FERC permitting lead for the multi-state natural gas pipeline project. Emily is responsible for obtaining major permits for the project including USACE Chicago and St. Paul Districts Section 404 authorizations, Wisconsin Department of Natural Resources Individual Permit, Illinois Individual Water Quality Certification, Section 7 and Section 106 consultations, and ancillary state and local consultations and approvals. Interfacing with agencies on behalf of the client and to ensure the project schedule is met.

ANR Pipeline Company Wisconsin Reliability Project (2023 to current)
Providing environmental services support for the Wisconsin Reliability Project, which is currently in construction. The Project includes replacing 48 miles of existing pipeline and upgrades at two existing CSs and six MSs in Illinois and Wisconsin. Leading non-FERC permitting responsible for obtaining major permits, authorizations, and consultations including USACE Chicago District Individual Permit, St. Paul District Section 404 and Section 10 authorizations, Wisconsin Department of Natural Resources Individual Permit, state Incidental Take Permits, Illinois Individual Water Quality Certification, and Section 7 and Section 106 consultations. Assisting the client's Land Department to secure a right-of-way grant to cross state-owned lands for crossing the REM-Wolf River-Colic Slough Fishery Area.

Confidential Client – Natural Gas Operations and Maintenance Projects (2019 to Ongoing): Provide environmental project management and regulatory support for Operations and Maintenance (O&M) activities across multiple states, including Louisiana,

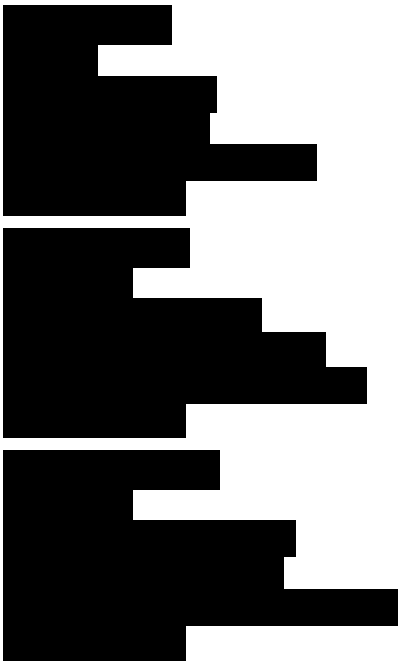
Mississippi, Tennessee, Ohio, Kentucky, Indiana, Missouri, Illinois, Wisconsin, Michigan, Minnesota, and North Dakota. Works collaboratively with various company subsidiaries to deliver a comprehensive suite of environmental services that support ongoing infrastructure maintenance and operations. Responsibilities include:

- Coordinating and overseeing environmental field surveys (e.g., wetlands, waterbodies, threatened and endangered species, cultural resources).
- Managing the preparation and submittal of permit applications for federal, state, and local agencies.
- Leading interagency consultation processes to ensure compliance with the Clean Water Act, Endangered Species Act, National Historic Preservation Act, and other applicable environmental regulations.
- Supporting development of project schedules, environmental risk assessments, and permit tracking systems to maintain compliance across multiple concurrent O&M projects.
- Providing consistent communication and coordination among internal teams, regulatory agencies, and subcontractors to keep projects on schedule and within scope.

EDUCATION

Bachelor of Arts, Biology with emphasis is Aquatic Studies, University of Wisconsin – Superior, Superior, Wisconsin 2005

REFERENCES



TEAGAN LOEW, CERT SR ECOLOGIST, PWS, CESSWI

PROFESSIONAL EXPERIENCE

Teagan Loew is a Certified Senior Ecologist and Professional Wetland Scientist with over 16 years of technical experience managing and completing a variety of natural resource focused projects in Midwestern and Western regions, including solar, wind, utility, pipeline, commercial and residential development, and restoration. He is an expert in Clean Water Act Section 404 and 401 and previously worked for State regulatory in the Section 401 Water Quality Certification group. He has obtained several Individual 404 Permits and Section 401 Water Quality Certifications and over 50 Nationwide Permits for a variety of projects. He routinely coordinates with various U.S. Army Corps of Engineers Districts, including Omaha, and works with the agency to obtain Approved Jurisdictional Determinations. His additional expertise includes wetland delineations, stream assessments, federal and state listed species coordination and surveys, biological surveys, restoration and mitigation design and planning, and a variety of permitting and documentation, NPDES applications, compliance, and SWPPPs, NEPA review, and various local permitting. He has managed and acted as a resource specialist on projects of diversified sizes within several market types.

SELECT PROJECT EXPERIENCE

Confidential Client - Confidential Illinois Pipeline Project (2024 to Ongoing)
Project manager and Clean Water Act permitting lead for a pipeline operations and maintenance project within the Mississippi River. Managed a large-scale mussel survey which identified federal and state listed mussels. Completed pre-application meeting with the U.S. Army Corps of Engineers, Illinois DNR, and Illinois EPA to discuss potential permitting pathways. Currently coordinating with the U.S. Fish and Wildlife Service and Illinois DNR regarding the Biological Assessment and Illinois Incidental Take Permit.

Ditesco – Weld County Waterline (2023 – 2024)
Project manager and lead ecologist for a proposed water line through Weld County, Colorado. Coordinated with the client to perform preliminary reviews of potential pipeline paths and natural resources. Completed a wetland and waterbody delineation, sensitive species field review, and nesting raptor survey. Coordinated findings with Client and the North Weld County Water District to discuss permitting and mitigation strategies. Coordinated with the U.S. Army Corps of Engineers Omaha District and Colorado Department of Public Health and Environment to determine best permitting pathway forward.

Confidential Client – Confidential Colorado Pipeline Project (2024 to Ongoing)
Natural resources and Clean Water Act permitting technical lead for a proposed natural gas pipeline in Pueblo County, Colorado. Completed wetland and waterbody delineations, and threatened and endangered species surveys, including burrowing owl, swift fox, and nesting birds. Coordinated with the U.S. Army Corps of Engineers Omaha District and Colorado

Department of Public Health and Environment regarding proposed impacts and permitting. Completed a Stormwater Pollution Prevention Plan and Vegetation Management Plan. Currently managing compliance inspections during construction and will assist with the restoration phase, once construction is complete.

Ohio Department of Transportation – Stillwater River Project (2018 to 2021)
Project manager, lead ecologist, and mussel surveyor for this complex bikeway trail and bridge project within a metro park in Ohio. Completed an ecological survey, including wetland/stream delineation, macroinvertebrate sampling, botanical and herpetological survey, and mussel survey. Coordinated with the USFWS and Ohio DNR. Designed a planting plan per Scenic River requirements. Identified borrow areas in order to comply with Federal Emergency Management Agency 100-year floodplain regulations. Completed in-depth impact, alternatives, and antidegradation analysis and submitted an Individual 404 Permit and 401 Water Quality Certification. Both permits were received and mitigation coordination to purchase required credits was completed.

EDUCATION

M.S., Geo/Environmental Science, Bowling Green State University, Bowling Green, OH, 2012

B.A., Environmental Studies, Bowling Green State University, Bowling Green, OH, 2008

REFERENCES

KRISTINA BETZOLD

PROFESSIONAL EXPERIENCE

Kristina Betzold is an Environmental Consultant with 18 years of experience focusing on regulatory and National Environmental Policy Act (NEPA) compliance. Her expertise includes wetland, waterway and stormwater permitting; threatened and endangered (T&E) species coordination; environmental justice compliance and NEPA. Ms. Betzold has worked on transportation and linear corridor projects throughout the Midwest.

SELECT PROJECT EXPERIENCE

WisDOT – I-41 Appleton to De Pere (2022 to 2024)
Project lead for NEPA compliance and Section 404 wetland and waterway permitting. Project area includes 17 miles of interstate highway reconstruction from Appleton to De Pere in northwestern Wisconsin (lead agency: FHWA). Project responsibilities included wetland, waterway, stormwater permitting, T&E species coordination, cultural resources, air, noise and environmental justice compliance, indirect and cumulative impact analysis and public outreach. Section 404 permitting included Individual Permit for 80 acres of wetland fill and 6,000 linear feet of navigable waterway relocation.

Milwaukee County – North South Bus Rapid Transit (2022 to 2024)
Project lead for NEPA compliance and permitting for 18-mile bus rapid transit project. (lead agency: FTA) Project responsibilities included wetland, waterway, stormwater permitting, T&E species coordination, cultural resources, air, noise and environmental justice compliance, indirect and cumulative impact analysis and public outreach.

WisDOT – I-794 Lake Interchange Reconstruction (2023 to 2024)
Project lead for NEPA compliance, Section 404 and Section 10 permitting for interstate highway 794 and 43 reconstruction in City of Milwaukee, Wisconsin (lead agency: FHWA). Project responsibilities included navigational study, waterway and stormwater permitting, T&E species coordination, cultural resources, air, noise and environmental justice compliance, indirect and cumulative impact analysis and public outreach. Section 10 permitting with USACE and USCG for replacement of operational lift bridge over the Milwaukee River in downtown Milwaukee.

Estabrook Dam Removal (2016 to 2017)
State agency lead for environmental impact statement for the removal of Estabrook dam in Milwaukee County, Wisconsin. Joint EIS for state agency (WI Department of Natural Resources) and federal NEPA compliance (lead agency: BLM). Included review of wetland, waterway, floodplain, cultural, T&E, fish/wildlife and recreational use of waterway, as well as EIS publication, public involvement and agency response to public comments.

Wakesha Water Diversion (2016 to 2018)
State agency (WDNR) lead for environmental impact statement for the City of Waukesha Great Lakes Basin water diversion in Milwaukee and Waukesha County, Wisconsin. Project responsibilities included geology, hydrogeology and hydrology analysis, resource management consulting and EIS publication, public involvement and response to comments.

EDUCATION, CERTIFICATIONS, AND TRAINING

BS, Geological and Environmental Science, Stanford University, 2005.

MS, Hydrogeology, University of Wisconsin Milwaukee, 2011.

UW Lacrosse Wetland Delineation Field Methods, NASECA Erosion Control Inspector Certification, WI Natural Heritage Inventory Certified Revier

REFERENCES

SCOTT AIRATO, PE

PROFESSIONAL EXPERIENCE

Scott Airato is a Senior Engineer with 23 years of experience in dam safety engineering, focusing on water resources. His expertise includes conducting dam safety and construction inspections, Potential Failure Modes Analyses, evaluating hazard potential, spillway adequacy, Probable Maximum Flood and Inflow Design Flood determinations, Dam Safety Surveillance Monitoring Plans and Reports, Federal Energy Regulatory Commission (FERC) Part 12D Independent Consultant Safety Inspections, Public Safety Plans, Emergency Action Plans, Owners Dam Safety Program, and assessing stability analyses, dam safety modifications design reports, technical specifications, construction drawings and plans of hydropower dams. Prior to joining Merjent, Mr. Airato worked at the FERC as a Branch Chief overseeing dam safety engineering for hydropower projects in the upper Midwest.

SELECT PROJECT EXPERIENCE

Federal Energy Regulatory Commission – Multiple Projects (2001 to 2025)

- Project engineer and dam safety inspector for Central Nebraska Public Power and Irrigation District, Nebraska Public Power, and Loup Power District with understanding of how a system of dams, reservoirs and canal water conveyance systems that are used to supply irrigators, produce hydropower, and the agreements in place to deliver both irrigation and excess water to during the non-growing season. Performed the dam safety review to define the FERC project boundary requirements based on project operation along the canal and hydropower developments for Central Nebraska Public Power and Irrigation District.
- Probable Maximum Flood evaluation. Evaluated hydrologic studies supporting probable maximum flood determinations requiring manipulation of hydrologic modeling applications (HEC-HMS) at the following partial list of FERC-regulated hydropower dam sites: Kingsley Dam (NE); Johnson Dam (NE), O'Shaughnessy Dam (OH); Mio, Alcona, Loud, Five Channels, Cooke and Foote Dams on the Au Sable River (MI); and, Lake Byllesby Dam (MN).
- Led the Oroville Dam (CA) Hydraulics and Hydrology Review Team including reservoir modeling in support of the spillway chute replacement work and the revised Probable Maximum Flood determination.
- Inflow Design Flood evaluation. Evaluated hydraulic studies supporting inflow design flood determinations requiring manipulation of hydraulic modeling applications (HEC-RAS) at the following partial list of FERC-regulated hydropower dam sites: Jeffery Canyon Dam (NE), Norway and Oakdale Dams (IN); Labarge Dam (MI); and, Rainbow, Willow, and Eau Pleine Dams (WI).
- Flood Frequency analysis. Performed independent flood frequency analyses using (HEC SSP) of numerous FERC-regulated hydropower projects including the following

partial list: Bagnell Dam (MO); Bond Falls Dam (MI); Vicotria Dam (MI); Prickett Dam (MI); Rogers Dam (MI); Boney Falls Dam (MI); Rainbow, Willow, Spirit, Rice and Eau Plaine Dams (WI); Biron Dam (WI); Mosinee Dam (WI); Tippy Dam (MI); Cascade Dam (MI); Hatfield Dam (WI); Lake Byllesby Dam (MN); and, Norway and Oakdale Dams (IN).

- Design Report and Plan and Specification Reviews. Review and independent checks of design report assumptions, plans, specifications, quality control inspection programs and temporary emergency action plans to authorize dam safety modifications as well as follow up construction inspections of the following partial list of FERC-regulated hydropower projects: Loup Power Canal spillway capacity expansion (NE); Bagnell Dam (MO) post-tensioned anchor stabilization work; Ludington Pumped Storage Plant (MI) interior access ramp replacement; Norway and Oakdale Dams (IN) spillway capacity expansion projects; Lake Byllesby Dam (MN) crest gate installation and fuse plug replacement; Lake Byllesby Dam (MN) powerhouse turbine capacity upgrade; Tourist Park Dam (MI) reconstruction project; High Falls Dam (WI) embankment stabilization work; and, Grand Rapids Dam (WI) power canal stabilization work.
- Member of the Lake Delhi Dam (IA) failure forensic team investigating spillway capacity deficiencies and dam failure consequences.
- FERC Part 12D Independent Consultant Safety Inspections. Reviewed numerous Part 12D reports performing independent technical analyses to verify structural stability, spillway adequacy, and hazard potential classification. The engineering evaluations also included the adequacy of dam safety instrumentation, operations and maintenance, Emergency Action Plans, and Owners Dam Safety Programs. Participated in the development of both the legacy Potential Failure Modes Analyses as well as the current risk-based methods.

EDUCATION, CERTIFICATIONS, AND TRAINING

M.S., Civil Engineering, Youngstown State University, Youngstown, OH, 2002

B.S., Civil Engineering Youngstown State University, Youngstown, OH, 1999

Licensed Professional Engineer in Illinois

HEC-RAS Two-dimensional modeling

Hydrology and Hydrologic Modeling with HEC-HMS

Reinforced concrete design for hydraulic structures

Hydraulics of Spillways

United States Society on Dams

Association of State Dam Safety Officials

REFERENCES

[redacted]

PUBLICATIONS

Lake Byllesby Spillway Retrofit. Interagency Case History Webinar Series. February 2021

FERC inundation mapping and Dam Safety Work Group Emergency Action Plan Panelist. Centre for Energy Advancement through Technological Innovation (CEATI). Seattle, WA. September 2017

"They don't make 'em like they used to". HydroVision International. Denver, CO. June 2017

JOSH PETERSEN, PE

PROFESSIONAL EXPERIENCE

Josh Petersen is Merjent, Inc.'s President of Engineering with over 18 years of experience in civil engineering focused on water resources and heavy civil engineering projects. His expertise includes water resources, hydrology and hydraulic modeling, stream restoration, floodplain regulation and permitting, stormwater permitting and regulation, hydropower and dams, and implementation and construction of heavy civil engineering projects. Mr. Petersen has worked on water resources, hydropower, pipeline, power, and private/public development related projects across the United States, with a tailored focus in Minnesota, Iowa, Missouri, Wisconsin, and Michigan. Josh is a licensed professional engineer in 15 states.

SELECT PROJECT EXPERIENCE

Pheasant Branch Greenway Project, Madison, Wisconsin Madison, Wisconsin (2023)

The City of Madison collaborated with Merjent to enhance flood mitigation and infrastructure at the Old Sauk Trails Business Park Pond and Greenways. This project was in direct response to the catastrophic storms of 2016 and 2018, which caused significant damage across Madison. By spring 2023, a comprehensive study singled out the Old Sauk Trails Business Park Pond as a vital area requiring flood management enhancements, especially after the 2018 floods left much of the business park submerged. With a $6M grant from Federal Emergency Management Agency (FEMA) Building Resilient Infrastructure and Communities (BRIC), plans are in place for strategic interventions. Core components of the project include expanding the flood storage capacity of the Old Sauk Greenway Pond, upgrading pivotal culverts and storm sewers, and enhancing the region's overall appeal. This will be achieved by introducing pedestrian pathways, augmenting the area's green spaces, and landscaping design and implementation that meets the native aesthetic of southern/central Wisconsin. Mr. Petersen was the Project Manager responsible for design documentation, modeling efforts, construction drawings, dredging plan, and sediment sampling plan, project management and construction management tasks.

TC Energy –Deer River Compressor Station Expansion Stormwater, Grading and Erosion Control Site Plans –Deer River, Minnesota (2024-Current)

Merjent provided design and site planning expertise to provide TC Energy and their Engineering, Procurement, and Construction (EPC) a detailed design for this compressor station expansion located in Deer River, Minnesota. Design included development of detailed site grading, permanent stormwater utility design, permanent stormwater features meeting regulatory requirements, sequencing of construction, and coordination of the erosion control plans and Stormwater Pollution Prevention Plan (SWPPP) documentation. The site plan design was sensitive due to being within the regulatory boundaries of the Leech Lake Band of Ojibwe tribe jurisdiction and required meeting their requirements as delegated by the U.S. Environmental Protection Agency.

TC Energy – Crystal Falls Compressor Station Expansion Stormwater, Grading and Erosion Control Site Plans, Crystal Falls, Michigan (2024-Current)

Merjent provided design and site planning expertise to provide TC Energy and their EPC a detailed design for this compressor station expansion located in Crystall Falls, Minnesota. Design included development of detailed site grading, permanent stormwater utility design, permanent stormwater features meeting regulatory requirements, sequencing of construction, and coordination of the erosion control plans and SWPPP documentation. The site plan design was sensitive due to several existing stormwater utilities being located directly through the proposed compressor station expansion area which required extra amount of detail for relocating those utilities to no be in conflict with several pieces of complex mechanical equipment.

EDUCATION, CERTIFICATIONS, AND TRAINING

BS, Civil Engineering, Iowa State University, Ames, Iowa, 2007

Licensed Professional Engineer in Minnesota, Iowa, Missouri, Michigan, Wisconsin, Illinois, Colorado, Virginia, Arkansas, Ohio, Oregon, Idaho, Wyoming, Indiana, and Texas

30-Hour OSHA Construction Safety and Health Training and Certification (2020)

State of Virginia Plan Reviewer for Stormwater Management (SWM) Training

Board Member and Treasurer of the Midwest Hydropower User Group (2016-2021)

REFERENCES

[redacted]

MARY AEPELBACHER, PE

PROFESSIONAL EXPERIENCE

Mary Aepelbacher is an Environmental Engineer with over 10 years of experience in engineering design and analysis, focusing on water permitting and compliance. Her expertise includes industrial and construction stormwater program management and wastewater permitting and compliance. Ms. Aepelbacher has worked on energy, mining, manufacturing, agricultural, and local government projects across the Midwest and is a registered professional engineer in Nebraska (license number E-21076).

SELECT PROJECT EXPERIENCE

TC Energy – Deer River Compressor Station Expansion Stormwater, Grading and Erosion Control Site Plans (2024 to 2025)

Merjent provided design and site planning expertise to TC Energy for a detailed design for this compressor station expansion located in Deer River, Minnesota. Design included development of detailed site grading, permanent stormwater utility design, permanent stormwater features meeting regulatory requirements, sequencing of construction, and coordination of the erosion control plans and stormwater pollution prevention plan (SWPPP) documentation. The site plan design was sensitive due to being within the regulatory boundaries of the Leech Lake Band of Ojibwe tribe jurisdiction and meeting requirements as delegated by the U.S. Environmental Protection Agency.

Whirlpool Corporation – Multiple Water Permitting and Treatment Projects (2019 to 2024)

Environmental engineer and permitting specialist supporting multiple projects at Whirlpool's manufacturing facility in Amana, Iowa. Prepared application for renewal of the National Pollutant Discharge Elimination System (NPDES) permit in 2019 and subsequent permit amendments to reflect changes to the facility's discharge (e.g., establishment of an interim monitoring location where technology-based effluent limits applied). Evaluated options for achieving numerical limits included in several compliance schedules and prepared related annual progress reports. Explored the option of establishing a site-specific standard for iron based on guidance from the Iowa Department of Natural Resources (IDNR), including preparation of a study plan, whole effluent toxicity testing coordination, and submittal of results.

Wild Rice and Water Quality Monitoring for Multiple Confidential Clients (2014 to 2024)

Project manager and environmental engineer for wild rice and water quality monitoring projects for multiple confidential clients in northern Minnesota. Completed wild rice surveys (to document the presence of wild rice on clients' water discharge routes), collected water quality and wild rice plant samples, and prepared wild rice plant samples for laboratory analysis. The purpose of these projects was in response the Minnesota Pollution Control Agency's rulemaking efforts related to implementation of a 10 mg/L sulfate standard where wild rice is present. Assisted with wild rice and water quality summary report, project

management overseeing field staff, and pre-fieldwork planning. Evaluated surface water discharge points based on water levels and sulfate concentration. Developed summaries of rulemaking efforts and implications to clients.

Green Plains Superior LLC – Antidegradation Alternatives Analysis (2023 to 2024)
Environmental engineer preparing an antidegradation alternatives analysis for the Green Plains ethanol plant in Superior, Iowa. Wrote antidegradation alternatives analysis supporting a change in chemical additive vendor, including review of three alternatives and an economic evaluation. Coordinated public comment period and addressed comments prior to submittal to the IDNR.

Duluth Seaway Port Authority – Industrial Stormwater Compliance (2014 to 2024)
Project manager for ongoing compliance of client's industrial stormwater program in Duluth, Minnesota. Completed monthly stormwater inspections and documented findings, coordinated quarterly sample collection and laboratory analysis, reported sampling results, and prepared annual stormwater reports. Recommended improvements to and replacements of best management practices (BMPs) and documented repairs. Updated the SWPPP to reflect site conditions and to comply with the current version of the Industrial Stormwater General Permit. Submitted application for coverage under reissued Industrial Stormwater General Permits.

EDUCATION, CERTIFICATIONS, AND TRAINING

Bachelor of Science, Civil Engineering, Iowa State University, Ames, Iowa, 2014

Licensed Professional Engineer in Nebraska (E-21076), Iowa (P29446), Michigan (6201314657), Minnesota (56633), North Carolina (059958), West Virginia (27135), and Wisconsin (101588-6)

40-hour HAZWOPER Certification and annual refresher training

REFERENCES

[redacted]

REBECCA HILLMAN, EIT

PROFESSIONAL EXPERIENCE

Rebecca Hillman is a Water Resources Engineer-in-Training with over 4 years of experience focusing on fluvial geomorphology and stream restoration. Her expertise includes conducting geomorphic assessments, using stream quantification tools for mitigation, and restoring streams using natural channel design methods. Ms. Hillman also uses her geology background to prepare geology and surface water resource sections for various permitting and regulatory applications.

SELECT PROJECT EXPERIENCE

Various Clients – Multiple Projects (2024 to present)

Geologist. Ms. Hillman has authored geology desktop review assessments for various projects. These write-ups are typically included in Phase 1 Environmental Site Assessment reports or resource reports required by regulatory agencies such as the Federal Energy Regulatory Commission. For these assessments, Ms. Hillman typically reviews publicly available data such as geologic maps, topography, groundwater maps, and other relevant information.

Dominion Energy – Buena Vista to Balcony Falls Line Replacement Environmental Assessment (2023)

Geologist. Because parts of the project occurred on land owned by the U.S. National Forest Service, an Environmental Assessment (EA) was required to evaluate project impacts. Ms. Hillman served as the lead author of a soil and water quality report, which was included in an appendix of the EA and was a special request by the Forest Service. This report focused on the impact construction might have on water resources. Analysis included reviewing topography and soil types, confirming delineated waterways, and estimating soil loss due to construction. Ms. Hillman also assisted the task lead with the preparation of the EA.

Confidential Client – Confidential Project (2025)

Water Resources EIT. As part of the initial design phase of a large utility scale solar project in Wisconsin, Ms. Hillman performed floodplain modeling using HEC-RAS to assess impacts on the proposed project and surrounding waterways. The one-dimensional model consisted of two streams totaling approximately 7.5 miles in length, several road crossings, and the proposed solar development. A previously mapped FEMA Zone A for part of the main stream was used for calibration of the model. Comparing the existing (without the solar arrays) to the proposed (with the solar arrays) is a crucial step in the permitting and design process of these solar developments.

City of Grand Prairie, Texas – Fish and Kirby Creeks Geomorphic Assessment (2023)

Fluvial Geomorphologist. The City of Grand Prairie has been monitoring and assessing Fish and Kirby Creeks for erosion hazards for the past several years. The objective of this project was to assess both streams in their entirety, within City limits, to identify potential areas of concern, and develop a series of conceptual designs to address these issues. Ms. Hillman led the desktop review and report writing tasks for the project. She worked closely with the field

staff to analyze risks and prioritize areas of concern. Ms. Hillman also assisted the lead engineer in preparing concept designs for the Client.

City of Hobart, Indiana – Duck Creek Tributary Phase 2 Restoration Project (2024)

Water Resources EIT. The City of Hobart contracted Merjent to restore approximately 1,500 linear feet of stream channel and 3.5 acres of riparian wetland habitat. Ms. Hillman conducted a geomorphic survey of the stream, calculated appropriate cross section dimensions based on regional curve analysis, and assisted in plan development. The project was constructed in Fall 2024.

EDUCATION, CERTIFICATIONS, AND TRAINING

M.S. Biological and Agricultural Engineering, North Carolina State University, Raleigh, North Carolina, 2022

B.S. Geology, Oklahoma State University, Stillwater, Oklahoma, 2019

Engineer-in-Training Certification, State of Wisconsin, 2024

Applied Fluvial Geomorphology (Rosgen Level 1), Wildlands Hydrology, Seeley Lake, Montana, 2022

River Morphology and Applications (Rosgen Level 2), Wildlands Hydrology, Ennis, Montana, 2024

River Assessment and Monitoring (Rosgen Level 3), Wildlands Hydrology, Asheville, North Carolina, 2025

REFERENCES

PUBLICATIONS

*Please note: These publications were written under Ms. Hillman's maiden name Hatley.

Hatley, R., M. Shehata, C. Sayde, & C. Castro-Bolinaga. 2023. High-Resolution Monitoring of Scour Using a Novel Fiber-Optic Distributed Temperature Sensing Device: A Proof-of-Concept Laboratory Study. Sensors.

Hatley, R., C. Castro-Bolinaga, C. Sayde, M. S. Lauffer, S. R. Morgan, & J. M. Snead. 2021. Can Fiber-Optic Distributed Temperature Sensing Improve Bridge Scour Monitoring? International Society for Soil Mechanics and Geotechnical Engineering. 10th International Conference on Scour and Erosion (ICSE-10).

MICHAEL BEHAN, CPESC

PROFESSIONAL EXPERIENCE

Michael (Mike) Behan is a Project Manager and Water Resources Specialist with 12 years of experience. His expertise includes water resources, hydrology and hydraulic modeling, lake and stream restoration, urban and rural drainage, stormwater treatment practices, construction administration, grant writing, and permitting. Mr. Behan has worked on water resources and stormwater related projects including design, permitting, construction, and drainage asset inventory and maintenance inspections throughout the Midwest.

SELECT PROJECT EXPERIENCE

Dakota County, Minnesota - Thompson Oaks River to River Greenway, Brownfield Remediation, Regional Stormwater Treatment System Project – West St. Paul, Minnesota (2021 to 2023)

Project Manager for a comprehensive cleanup of a brownfield site in conjunction with surrounding housing development interests. Coordinate full project design from concept to construction drawings, facilitate bidding and secure local, state, and federal permits. Performed grant writing services and administration for a secured $548k Clean Water Fund grant from the State of Minnesota and $4.5M in Federal funding. The project removed approximately 2,400 cubic yards of contaminated soil within the water table, provided a comprehensive regional stormwater treatment system for 25% of West St. Paul's land area previously untreated. The project also restored a wetland and daylighted a portion of a creek that was converted into a storm sewer pipe in the late 1980s. Lastly, the project constructed a mile of regional trail and a 367 linear foot boardwalk that overlooks the native prairie and engineered stormwater practices while maintaining a natural appearance.

Dakota County, Minnesota - Lebanon Hills Regional Park Iron-Enhanced Sand Filtration Projects - Eagan, Minnesota (2021 to 2023)

Project manager responsible for water quality improvement projects benefitting the Lebanon Hills Regional Park chain of lakes in Eagan, Minnesota. Performed grant writing services and administration for a secured $267k Clean Water Fund grant from the State of Minnesota. Advanced project design from concept through construction drawings and bidding. Secured local, state, federal permits and performed construction observation and administration. Ongoing support for system operations and maintenance for parks staff.

Dakota County, Minnesota – Braun Wetland Banking Project – Hampton Township, Minnesota (2021 to 2024)

Project manager for developing and engineering a 110-acre wetland banking project located in southern Dakota County, requiring facilitation of funding sources, landowner coordination, engineering/design, and construction management throughout the project. This wetland bank project involved extensive review with the state and coordination with the U.S. Army Corps of Engineers for securing credits for County, State, and Vermillion River Watershed. The project takes approximately five to six years to coordinate and restore through multiple phases of maintenance and adjustment to the vegetation conditions on-site.

EDUCATION, CERTIFICATIONS, AND TRAINING

Bachelor of Science, Environmental Science, Saint Cloud State University (2012)

Certified Professional in Erosion and Sediment Control (2015)

Certified Watershed Specialist – University of Minnesota Extension (2013)

Stormwater System Maintenance Certification – University of Minnesota Extension (2014)

MS4 Regulatory Enforcement – University of Minnesota Extension

REFERENCES

LESLIE TEWINKEL, PH.D.

PROFESSIONAL EXPERIENCE

Ms. Leslie TeWinkel is a Senior Biological Resource Specialist and Project Manager with Merjent, Inc. Leslie has served as a Protected Species Task Lead on numerous large-scale linear projects, including electric transmission lines, pipelines, and transportation projects. Leslie has over 25 years of experience working with federally protected species. Her work includes preparing or managing the development of biological assessments, environmental impact statements, environmental assessments, migratory bird conservation plans, avian and bat protection plans, and bald eagle disturbance permit applications. She has conducted and managed survey efforts for federal- and state-protected species and led consultations with federal and state natural resource agencies, including the Bureau of Land Management, U.S. Forest Service, and U.S. Fish and Wildlife Service (USFWS). Leslie formerly served as a Recovery Plan Coordinator for the USFWS – Region 3 Regional Office.

SELECT PROJECT EXPERIENCE

Four Lakes Task Force, Edenville Dam Restoration (MI) (2023 to 2025)
Protected Species Task Lead to develop an Environmental Assessment (EA) for the USFWS for a Habitat Conservation Plan related to issuance of an incidental take permit for snuffbox mussel under Section 10 of the federal Endangered Species Act. Coordinated with the USFWS Michigan Field Office and USFWS Region 3 Regional Office regarding the HCP and EA.

U.S. Forest Service – Nez Perce-Clearwater National Forest (ID)(2023 to 2024)
Biological Resource Specialist supporting the U.S. Forest Service to assess adequacy of National Environmental Policy Act analysis on the Forest's Travel Plan, including adequacy of the current Endangered Species Act analysis, trail and area analysis, and elk habitat effectiveness analysis. Managed the development of a supplemental Biological Assessment under the Endangered Species Act for the Forest's Travel Plan.

TransWest LLC– TransWest Express Transmission Line (2020 to 2023)
Biological resource specialist for the Compliance Inspection Contractor supporting the Bureau of Land Management (BLM) through the pre-Notice to Proceed process for a 735-mile high-voltage transmission line through CO, WY, UT, and NV and 10 BLM Field Offices. Provided formal review of Plan of Development appendices, survey reports, and mitigation plans associated with federally protected and at-risk species and assisted in coordinating with the USFWS on endangered species and migratory birds.

Confidential Client, Pipeline Replacement Project (ND, MN) (2014 to 2020)
Project Task Manager for federally protected species on a 300-mile-long proposed pipeline project. Developed the Biological Assessment and Migratory Bird Conservation Plan. Conducted and managed large-scale surveys for federally protected species. Led endangered species consultations with the USFWS. Developed three bald eagle disturbance permit applications and coordinated with the USFWS Minnesota, Wisconsin, and North Dakota Field Offices regarding these permits. Led development of a Habitat Equivalency Analysis.

Atlantic Coast Pipeline and Dominion Transmission – Atlantic Coast Pipeline and Supply Header Project (WV, VA, NC, PA) (2014 to 2021)

Biological Resource Specialist reporting to the Federal Energy Regulatory Commission for the preparation of a third-party Envionmental Impact Statement for approximately 590 miles of natural gas pipeline and associated facilities. Reviewed resource reports and compiled data requests. Prepared federally listed species sections of the Environmental Impact Statement and coordinated with the USFWS.

Kern River Gas Transmission, Natural Gas Transmission System (CA, NV, UT, WY) (2023 to present)

Project manager for application development and implementation of the Monarch Candidate Conservation Agreement with Assurances (CCAA) to obtain incidental take coverage for the species if it is federally listed. Led a team that analyzed over 800 miles of rights-of-way and facilities in 4 states for monarch suitable habitat, prepared an application, determined locations of conversation measures, located sites for biological monitoring, conducted biological monitoring, and developed annual reports.

Northern Natural Gas, Natural Gas Transmission System (TX, MN, WI, SD, IL, IA, MI, NE, KS, NM, OK) (2019 to present)

Project manager for application development and implementation of the Monarch CCAA to obtain incidental take coverage for the species if it is federally listed. Led a team that analyzed over 14,000 miles of rights-of-way and facilities in 11 states for monarch suitable habitat, prepared an application, determined locations of conversation measures, located sites for biological monitoring, conducted biological monitoring, and developed annual reports.

CenterPoint Energy, Natural Gas and Electric Transmission Lines (TX, OH, and IN) (2020 to present)

Project Manager for development of Monarch CCAA enterprise-wide strategy, desktop analysis and application development along natural gas and electric transmission lines in Texas, Ohio, and Indiana.

TC Energy, Natural Gas Transmission Lines (33 states) (2022 to present)

Project Manager for (1) development of a business case white paper and strategies for enrollment monarch butterfly habitat in the Monarch CCAA along natural gas transmission lines; and (2) implementation of a Phase 1 of Monarch CCAA enrollment.

Confidential Client: Pipeline Deactivation Project (MN) (2018 to present)

Biological Resources Specialist for federally protected species on a 300-mile-long pipeline deactivation project in Minnesota. Conducted due diligence reviews for potential impacts on federally listed species. Managed survey effortss for rusty patched bumble bee and northern long-eared bat. Led coordination efforts with the USFWS. Developed a Migratory Bird Plan.

Confidential Client, Multiple Renewable Natural Gas Projects (IA, CA, OH, WI, MI, OH, SD, ID) (2020 to 2023)

Project Manager for permitting reviews and critical issue analyses to construct digesters and related equipment for renewable natural gas production at daires and cattle farms in Iowa, Wisconsin, Michigan, Ohio, South Dakota, and Idaho. Managed Phase I environmental site assessments, federal and state threatened and endangered species reviews, and air permit

applications to install a digester and related equipment for renewable gas production at dairies.

Big Bend Wind, LLC and Red Rock Solar, LLC – Big Bend Wind and Red Rock Solar Project (MN)(2019 to 2020)
Senior Analyst for development of applications to the Minnesota Public Utilities Commission for a proposed 314-MW large wind energy conversion system and 60-MW solar energy conversion facility. Leslie served as Lead Author for multiple sections of the applications with a focus on natural resources and protected species.

Confidential Client, Proposed Wind Facilities (MT) (2020)
Deputy Project Manager for development of permitting matrices and critical issue analyses at the federal, state, and local levels for three proposed wind facilities.

Crocker Wind Farm LLC, Crocker Wind Farm (SD) (2016 to 2018)
Project task manager for federally protected species on a 300-MW wind farm. Lead Author on sections related to bald eagles, grassland migratory birds, federally listed species, and wildlife for the South Dakota Public Utility Commission Application and Environmental Assessment tiered from the USFWS Upper Great Plains Wind Energy Programmatic Environmental Impact Assessment.

EDUCATION, CERTIFICATIONS, AND TRAINING

Ph.D., Natural Resources and the Environment, University of Michigan, Ann Arbor, Michigan

M.S., Ecology, Evolution, and Behavior, University of Minnesota, St. Paul, Minnesota

B.S., Biology, Calvin College, Grand Rapids, Michigan

Habitat Conservation Planning, National Conservation Training Center (NCTC)

Interagency Consultation for Endangered Species, NCTC

Structured Decision-making in Natural Resources Management, NCTC

Principles of Modeling for Conservation Training, NCTC

Endangered Species Recovery, NCTC

Endangered Species Listing and Candidate Assessment, NCTC

REFERENCES

[redacted]

KATE GOLDEN, PHD

PROFESSIONAL EXPERIENCE

Kate Golden is an ecologist with eight years of experience with both environmental consulting and state agencies focusing on natural resource management. Dr. Golden has worked on environmental projects in many states, including Minnesota, Oklahoma, Kansas, Nebraska, Michigan, Wisconsin, Idaho, Iowa, and Texas. She is familiar with federal and state agency consultation and regulatory processes. Dr. Golden's expertise includes the Monarch Candidate Conservation Agreement, the National Environmental Policy Act (NEPA), endangered species management, and wetland related projects.

SELECT PROJECT EXPERIENCE

Edenville Dam Environmental Assessment

Kate helped prepare the NEPA environmental assessment regarding a federally listed mussel species.

Clearwater Forest Biological Assessment

Kate helped prepare the biological assessment for federally listed threatened and endangered species related to a project in a National Forest.

Monarch CCAA Application Preparation

Kate has helped prepare monarch candidate conservation agreements with assurances for several clients.

Due Diligence Reviews

Kate reviews oil and gas projects for suitable habitat for threatened and endangered species. She also completes consultations with state and federal agencies, including the United States Fish and Wildlife Service, regarding the listed species and ensures federal and state regulations are adhered to. She has worked in various states, including Wisconsin, Michigan, Minnesota, Ohio, South Dakota, Nebraska, Iowa, Kansas, Oklahoma, Louisiana, Texas, Mississippi, and Arkansas.

Oklahoma Department of Transportation (2020 to 2023)

As a Project Manager, Dr. Golden composed NEPA documents; directed personnel in the multifunctional enforcement of state and federal laws and regulations to protect the environment on a project-by-project basis; confirmed transportation projects adhered to state and federal environmental laws; provided consultation and technical assistance as needed to a variety of stakeholders; and, coordinated all aspects of transportation projects related to the environment and natural resources that fall under the National Environmental Policy Act.

Confidential Clients (2019 to 2020)

As a Subject Matter Expert, Kate successfully prepared environmental reports for nuclear plant re-licensing; composed environmental assessment technical reports; performed wetland delineations and on-site habitat assessments; developed NEPA and Endangered Species Act (ESA) consultations and reports; and, monitored for endangered species and raptors.

EDUCATION, CERTIFICATIONS, AND TRAINING

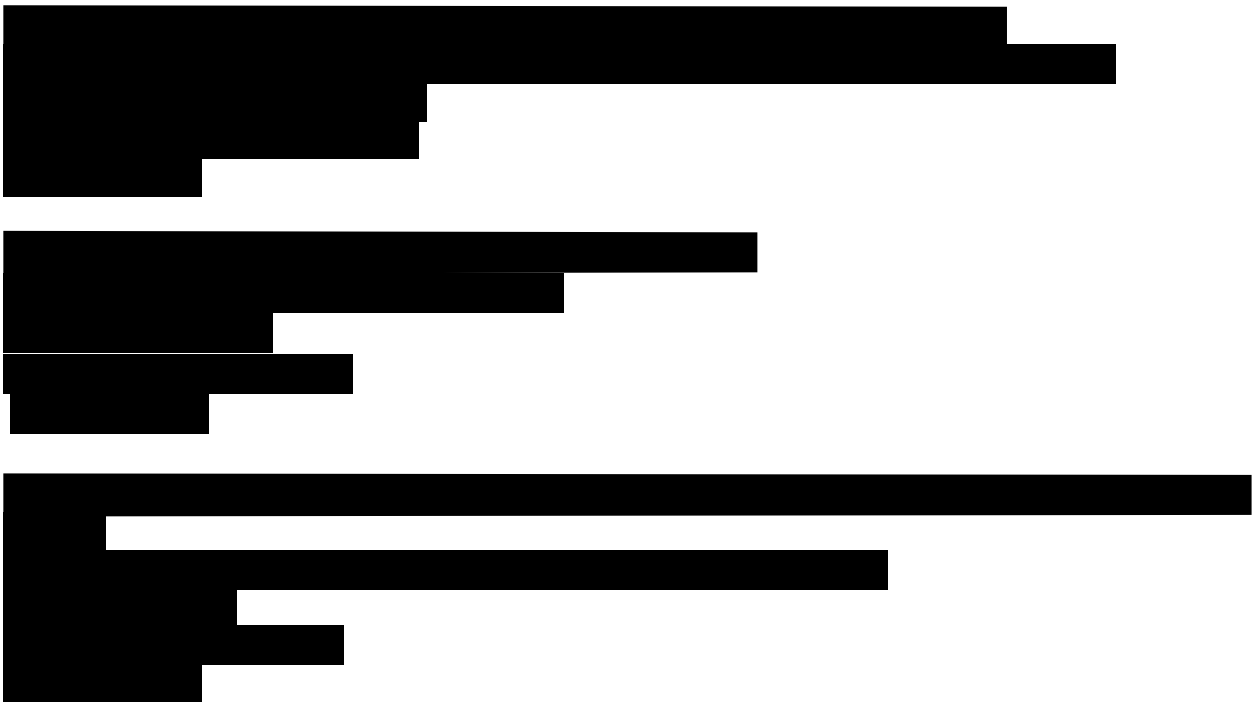
Interagency Cooperation for Endangered Species, United States Fish and Wildlife Service, 2023

Doctor of Philosophy, Natural Resource Ecology and Management, Oklahoma State University, Oklahoma, 2020

Master of Science, Fisheries, Wildlife, and Conservation Biology, North Carolina State University, North Carolina, 2010

Bachelor of Arts, Interdisciplinary Studies, George Mason University, Virginia, 2005

REFERENCES



PUBLICATIONS

K.E. Golden, B.L. Hemingway, A.E. Frazier, W. Harrell, S.D. Fuhlendorf, and C.A. Davis. 2024. Historical and recent fire ecology on national wildlife refuges: a case study on Aransas National Wildlife Refuge. Fire Ecology 20:46.

K.E. Golden, B.L. Hemingway, A.E. Frazier, R. Scholtz, W. Harrell, C.A. Davis, and S.D. Fuhlendorf. 2022. Spatial and temporal predictions of whooping crane (*Grus americana*) habitat along the US Gulf Coast. Conservation Science and Practice 4(6): e12696.

C.N. Jessie, K.E. Golden, and T.A. Royer. 2018. First Report on Life History Parameters of *Thripsaphis ballii* (Gillette) on shoreline sedge (*Cyperaceae*) in Oklahoma wetlands. Southwestern Entomologist 43(3): 649-655.

K.E. Golden, M.N. Peterson, C.S. DePerno, R.E. Bardon, C.E. Moorman. 2013. Factors shaping private landowner engagement in wildlife management. The Wildlife Society Bulletin 37(1): 94-100

K.E. Golden, C.S. DePerno, C.E. Moorman, M.N. Peterson, R.E. Bardon. 2011. Predicting North Carolina Landowner Participation and Interest in Wildlife Related Fee Access. Journal of the Southeastern Association of Fish and Wildlife Agencies: 21-26.

MICHAEL BRACK

PROFESSIONAL EXPERIENCE

Michael Brack is a Senior Cultural Resource Specialist with three decades of experience conducting archaeological and historical projects and research. The geography of his work includes the Southeast, Great Plains, Midwest, Intermountain West, Southwest, and Northwest Mexico. He has over 20 years of direct experience in Southwest cultural resources management in Arizona and New Mexico. Mr. Brack has directed or managed dozens of survey, data recovery, and preservation projects meeting municipal, state, tribal, and federal regulatory compliance, and he has authored or edited well over 100 technical publications.

With a broad background in industry-driven projects, Mr. Brack is experienced in a variety of regulatory frameworks under National Environmental Policy Act (NEPA) and the National Historic Preservation Act (NHPA). His sector experience includes oil and natural gas exploration, production, and transportation; electrical generation, transmission, and infrastructure; mineral exploration and production; telecom transmission and infrastructure; public works projects such as wastewater treatment facilities, water systems, and transportation development; and private residential and commercial development. In addition to a large number of private projects, a sample of his government clients include Arizona and New Mexico Departments of Transportation, Arizona and New Mexico State Land Departments, Army Corp of Engineers, Bureau of Land Management (BLM), Bureau of Reclamation, Bureau of Indian Affairs, Customs and Border Protection, Department of Defense, Fish and Wildlife Service, Forest Service, Federal Highway Administration, National Park Service (NPS), National Resource Conservation Service, the Hopi Tribe, the Tohono O'odham Nation, and the Navajo Nation.

SELECT PROJECT EXPERIENCE

Northern Natural Gas—various projects (2024 to current)

Cultural Resources Consultant. Manages or supports state and federal cultural resources permitting regulated under the Federal Energy Regulatory Commission (FERC) for operations and maintenance and capital projects across the Midwest, Plains, Southeast, and Southwest. Contributed to more than 40 Northern Natural Gas projects.

Northern Natural Gas—Ventura to Farmington A-Line Abandonment and Capacity (2024 to current)

Cultural Resources Consultant. Managed cultural resources survey, reporting, and agency consultation for a 4,000-acre project area in Iowa and Minnesota for proposed infrastructure development and pipeline abandonment. Supported the project's Section 106 consultation for a FERC 7(c) application.

CenterPoint Energy—Columbus City I/W Well Relocation (2024)

Cultural Resources Consultant. Supported FERC 7(c) application for proposed well abandonment and new well installation near Columbus, Iowa. Supported Section 106-compliant tribal and SHPO consultations and authored environmental resource report for project cultural resources.

Freeport-Mc-Mo-Ran—Ward Canyon Solar Project (2023 to 2024)

Co-Project Manager/Senior Principal Investigator. Federal and state permitting for a proposed 2,400-acre solar-electric generation facility and associated transmission infrastructure on BLM and Arizona Trust lands in Greenlee County, Arizona. Oversaw cultural resources investigation and development of deliverables.

U.S. Forest Service—Abandoned Mine Lands Projects (2017 to 2024)

Senior Project Manager/Principal Investigator. Directed multiple projects assessing abandoned mine workings on the Coronado, Prescott, and Tonto National Forests in Arizona, prior to mine entrance closure undertakings. Combined projects documented and evaluated more than 150 individual historic mining locales and sampled many of the oldest gold and silver mines and mining districts in Arizona.

Arizona Department of Forestry and Fire Management—Y Fuels Reduction (2022 to 2023).

Senior Project Manager/Principal Investigator. Directed and managed a 2,300-acre cultural resources survey of Arizona Trust lands in Apache County, AZ, prior to fuel load reduction and grassland restoration. Oversaw fieldwork, development of deliverables, and consultation process. Twenty-five sites were reported, which were typified by middle Holocene Archaic and Pueblo II Ancestral Puebloan limited activity components.

National Park Service—Casa Grande Ruins Stabilization (2009 to 2022)

Principal Investigator/Mapping Director. Directed and managed multiple assessment, stabilization, and preservation projects at Casa Grande Ruins National Monument in Coolidge, Arizona. Developed engineering data, cartography, treatment plans, mitigation designs, and preservation recommendations. Implemented strategic backfilling and stabilization programs at the ballcourt and Compounds A (the Great House), B, D, and G and oversaw all construction work followed by post-construction condition assessments.

EDUCATION, CERTIFICATIONS, AND TRAINING

M.A., Anthropology, Wichita State University, Wichita, KS, 1999.

B.A., Anthropology, Wichita State University, Wichita, KS, 1995

Courses in Engineering, Texas A&M University, College Station, TX, 1990

REFERENCES

[redacted]

PUBLICATIONS

Brack, M. L. 2025. *Ventura to Farmington A-Line Abandonment and Capacity Replacement Project: A Summary and Synthesis of Cultural Resources Investigations and Findings, Hancock and Worth Counties, Iowa, and Dakota, Freeborn, Rice, and Steel Counties, Minnesota*. Merjent, Minneapolis.

Brack, M. L. and Brian R. McKee. 2023. *A Cultural Resources Assessment of the Proposed Holden Canyon Connector Road Project, Nogales Ranger District, Coronado National Forest, Pima and Santa Cruz Counties, Arizona*. Archaeological Report 2023-057. Tierra Right of Way Services, Tucson.

Brack, M. L. and Galen McCloskey. 2023. *Y Fuels Reduction Project Cultural Resources Assessment: A Class III Survey of 936 ha (2,312 Acres) of Arizona State Trust Land near Vernon, Apache County, Arizona.* Archaeological Report 2023-024. Tierra Right of Way Services, Tucson.

Brack, M. L. and J. Homer Thiel. 2021. *Archaeological Studies of the Puerto Site, AZ AA:12:910(ASM), an Early 20th Century Yaqui Settlement, Pima County, Arizona*. Technical Report 02-07. Desert Archaeology, Tucson.

Brack, M. L. 2021. *Condition Assessments and Recommended Backfilling Stabilization Tasks for Compounds A, B, F, and G, Casa Grande Ruins National Monument.* Document 21-11. Desert Archaeology, Tucson.

Brack, M. L. and R. J. Sliva. 2020. *Select Archaeological Site Updates on Fort Wingate Depot Activity, McKinley County, New Mexico: A Report in Support of Compliance with Section 110 of the National Historic Preservation Act*. Project Report 19-104. Desert Archaeology, Tucson.

Brack, M. L. 2018. *Between the River and Mountains: A Cultural Resources Assessment of 3,679 Acres near Ehrenberg, La Paz County, Arizona*. Project Report 17-154. Desert Archaeology, Tucson.

CHRISTOPHER KINGWILL

PROFESSIONAL EXPERIENCE

Christopher Kingwill is a geographic information systems (GIS) Analyst 2 with nearly 3 years of professional GIS and geospatial experience. In addition, he has experience in land surveying (specifically, engineering and boundary surveys), Global Positioning System (GPS) Real-Time Kinematic experience, and field paleontology experience. Mr. Kingwill serves in GIS with Merjent's Consulting Division.

TECHNICAL EXPERTISE

- ArcGIS Pro 3.1.x
- ArcGIS 10.8.1
- ArcGIS ArcCatalog
- ArcGIS Model Builder
- ArcGIS Online
- Google Earth Pro
- Fulcrum (for field data collection)
- GPS – Trimble
- Trimble TSC7, TSC5, and TSC3 data collectors
- ERDAS Imagine
- Microsoft Office – Access, Word, Excel, Publisher, Outlook and PowerPoint
- SigmaPlot v15 and v16

PALEONTOLOGICAL EXPERIENCE

Predominantly field and desktop experiences from summer museum internships and undergraduate and graduate coursework, Mr. Kingwill is versed in vertebrate paleontology and some invertebrate paleontology. He has experience working in the White River Group (Eocene-Oligocene), Hell Creek (Late Cretaceous), Morrison (Middle Jurassic), Sundance (Middle Jurassic), Green River (Eocene), and Bridger (Eocene) formations.

Fort Hays State University Department of Geosciences – Paleontology of Lower & Higher Vertebrates – graduate courses with lab component, (2022 to 2023)
Master's Thesis, Fort Hays State University, Integrated paleontological information (derived from Paleobiology Database) into GIS for thesis on Amazon parrot biogeography in the Caribbean region. Desktop analyses included stratigraphic column drawing invertebrate fossil identification, and geologic map interpretation and integration into GIS

Pioneer Trails Regional Museum summer paleontology internship (2022)
Along with dig site field experience, ran field tours for visitors and prospected and excavated fossilized remains for the museum.

University of Wyoming Geological Museum field paleontology volunteer (2019)
Dig site field and fossil excavation experience.

Wyoming Dinosaur Center summer paleontology internship (2018)
Dig site field experience including fossil prospecting, mapping fossils in situ, teaching digging techniques to museum visitors, excavating fossilized remains for museum, earning certificates for Basic Fieldwork and Basic Prep Lab

EDUCATION, CERTIFICATIONS, AND TRAINING

M.S., Geosciences with focuses in GIS, Biogeography, and Paleontology, Fort Hays State University, 2023

B.S., Geography with minors in GIS and Geology, University of Wyoming, 2019

Wilderness & Remote First Aid, American Red Cross, 2024

Introduction to Desert Tortoises and Field Techniques Workshop, 2024

ArcGIS Pro Foundation, Esri, 2022

REFERENCES

PUBLICATIONS

Enwright, N.M., Dalyander, P.S., Stuht, C.M., Han, M., Palmsten, M.L., Davenport, T.M., Kingwill, C.J., Steyer, G.D., and La Peyre, M.K., in revision. A multiscale framework for assessing land cover change on barrier islands from extreme storms and restoration. Submitted to Journal of Coastal Research.

Kingwill, C.J., Enwright, N.M., Stuht, C.M., Han, M., Dalyander, P.S., Palmsten, M.L., Davenport, T.M., and LaPeyre, M.K., 2025, Long-term change on barrier islands and barrier shorelines from extreme storms and restoration along the north central Gulf of Mexico coast: U.S. Geological Survey data release, https://doi.org/10.5066/P1WQ5Y8R.

Kingwill, C.J. 2023. Timing of diversification, dispersal, and biogeography of parrots in the genus *Amazona* (Psittaciformes: Psittacidae) throughout the Caribbean, visualized in GIS. Graduate Thesis, Fort Hays State University.

CASEY CALLAHAN

PROFESSIONAL EXPERIENCE

Casey Callahan is a Senior Project Manager with over 20 years of experience in planning and permitting energy projects throughout the United States with a focus on the Midwest. Casey specializes in third-party National Environmental Policy Act (NEPA) reviews; social and economic impact assessments, including environmental justice (EJ) assessments in support of NEPA reviews; stakeholder engagement; and federal, state, and local regulatory applications. Additionally, Casey has extensive experience with permitting and regulatory compliance for the construction, operation, and maintenance of pipeline projects with a focus on the eastern and midwestern portions of the country.

SELECT PROJECT EXPERIENCE

Eastern Gas Transmission and Storage, Inc – Capital Area Project (2024 to present)
Resource Specialist for Socioeconomics (including Environmental Justice) for a FERC Certificate of Public Convenience and Necessity application to provide additional incremental transportation capacity via additional compression at three existing compressor stations in Pennsylvania and Virginia and a non-compression auxiliary cooler upgrade at one existing compressor station in Pennsylvania.

Great River Energy – Multiple Projects to Present
Resource Specialist for Socioeconomics (including Environmental Justice) for the environmental component of the Minnesota Public Utilities Commission (MPUC) route permit application for a number of projects in Minnesota.

TC Energy – ANR Wisconsin Reinforcement Project (2021 to 2023)
Resource Specialist for Socioeconomics (including Environmental Justice) for a FERC Certificate of Public Convenience and Necessity application to replace four pipeline segments and modify existing compressor stations in Wisconsin and Illinois.

Transco Regional Energy Access Project (2021 to 2023)
Project Manager and Socioeconomic and Environmental Justice subject matter expert for a FERC third-party EIS for approximately 36.1 miles of natural gas pipeline loop in Pennsylvania, one new compressor station in New Jersey, and modifications to existing facilities in Pennsylvania, New Jersey, and Maryland.

Transcontinental Gas Pipeline Company – Southside Reliability Enhancement Project (2021 to 2023)
Resource Specialist for the Socioeconomics (including Environmental Justice) section of the FERC third-party review for the proposed construction of one new compressor station and additions or modifications to two existing compressor stations and three meter and regulation stations in North Carolina and Virginia.

Driftwood Line 200 and Line 300 Project (2021 to 2023)
Deputy Project Manager and socioeconomic and environmental justice subject matter expert reporting to FERC for a third-party EIS for the proposed construction of 36-miles of dual 42-inch natural gas pipelines in Louisiana, including the construction and operation of a 211,000 hp electric compressor station and 11-meter stations.

Eastern Tennessee Natural Gas – Multiple Projects (2020 to present)
Project manager and permitting lead for FERC regulated projects in Tennessee and Virginia. Responsibilities include overseeing development of local, state, and federal permit applications, as well as coordination of regulatory agency consultations.

Texas Eastern Transmission, LP – Multiple Projects (2018 to present)
Project manager and permitting lead for FERC regulated projects in Alabama, Arkansas, Illinois, Indiana, Missouri, and Ohio. Responsibilities include overseeing development of local, state, and federal permit applications, as well as coordination of regulatory agency consultations.

Transcontinental Gas Pipe Line Company, LLC and National Fuel Supply Corporation – FM 100 Project & Leidy South Project (2018 to 2020)
Deputy Project Manager reporting to the FERC for the preparation of a third-party EA of two interdependent natural gas pipeline projects in Pennsylvania. Project activities include construction of new natural gas pipeline main line and loop lines, construction of new compressor stations, modifications to existing aboveground facilities, and abandonment of existing pipelines and aboveground facilities. Additional responsibilities include preparation of the Cumulative Impacts and Socioeconomics sections of the EA.

Atlantic Coast Pipeline, LLC and Dominion Transmission, Inc. – Atlantic Coast Pipeline and Supply Header Project (2015 to 2017)
Lead Resource Specialist for the Socioeconomics section (including EJ and Transportation) of the FERC third-party EIS for the proposed construction of approximately 650 miles of natural gas pipeline and facilities in Pennsylvania, West Virginia, Virginia, and North Carolina. Participated in FERC scoping and comment meetings throughout project area.

NEXUS Gas Transmission, LLC and Texas Eastern Transmission, LP – NEXUS Gas Transmission and Texas Eastern Appalachian Lease Projects (2015 to 2016)
Lead Resource Specialist for the Socioeconomics section (including EJ and Transportation) of the FERC third-party EIS for pipeline construction in Ohio and Michigan. Assisting with issue identification, comment tracking.

EDUCATION, CERTIFICATIONS, AND TRAINING

Master of Urban and Regional Planning, Virginia Tech, Blacksburg, Virginia, 2005

B.A., Urban and Community Studies, University of Connecticut, Storrs, Connecticut, 2003

FERC Environmental Review and Compliance Seminar

REFERENCES

[redacted]

KATIE HILL BRANDT, PE

PROFESSIONAL EXPERIENCE

Katie Hill Brandt, PE (License Number E-13493), is Merjent Inc's authorized Nebraska Engineer in Responsible Charge (CA-2345) and a Senior Project Manager with 18 years of experience in air quality consulting, focusing on air permitting and compliance for industrial facilities. Her expertise includes air permit negotiations, air dispersion modeling, and Best Available Control Technology (BACT) analyses. Ms. Hill Brandt has provided on-site stack testing management assistance at facilities in several different states. She has also conducted Engineering Reviews and Quality Assurance Plan audits at more than a dozen biofuels facilities in accordance with the U.S. EPA Renewable Fuel Standard Program. Ms. Hill Brandt has a professional engineering license in seven states, including Nebraska, and has completed projects throughout North America, with a focus on the Midwest U.S.

SELECT PROJECT EXPERIENCE

Eastern Gas Transmission and Storage – Capital Area Project (2024)

Air Quality and Noise technical co-lead for preparation of Resource Report 9 for a FERC Certificate of Public Convenience and Necessity application. The project involved additional natural-gas compression and ancillary facilities at two existing compressor stations in Pennsylvania, additional electric compression and ancillary facilities at one existing compressor station in Virginia, and ancillary equipment updates and one existing compressor station in Pennsylvania.

TC Energy – ANR Heartland Project (2024)

Air dispersion modeling specialist for a FERC CPCN application to loop three pipeline segments, replace one pipeline segment, construct greenfield compressor and meter stations, and modify existing compressor and meter stations in Illinois, and Wisconsin. Dispersion modeling demonstrations were completed for one new and four modified compressor stations for Resource Report 9 and as required for air permitting in Wisconsin.

Summit Carbon Solutions, LLC – Midwest Carbon Express Carbon Capture Project (2021 to 2023)

Project Manager responsible for determining air permit applicability and coordinating the submittal of air construction permit applications for over 30 carbon capture facilities across five states: Iowa, Minnesota, Nebraska, North Dakota, and South Dakota. Collaborated with project proposer, team members, and agency personnel regarding air and water permitting requirements for each facility, as well as source water availability and wastewater disposal options. Contributed to the Air Quality section of the EIS for the project's carbon dioxide pipeline segment in Minnesota.

Ranger Power – Gopher State Solar Project (2023 to 2024)

Air Quality and Noise technical lead for preparation of Site Permit application for a 200 MW solar project in Renville County, Minnesota.

Ranger Power – Lemon Hill Solar Project (2024 to 2025)

Air Quality and Noise technical lead for preparation of Site Permit application for a 200 MW solar project in Olmstead County, Minnesota.

Heartland Corn Products – High Protein Project (2019 to 2024)
Project Manager for the Part 70 air quality permit application to increase ethanol production capacity, replace grain handling equipment, and install combined heat and power system. The project included an Environmental Analysis Worksheet (state environmental review), Air Emission Risk Analysis, air dispersion modeling to demonstrate compliance with NAAQS, as well as updating the facility's Aboveground Storage Tank (AST) permit. Katie was the main point of contact for agency staff working on the air permit, AST permit, modeling, and risk analysis.

EDUCATION, CERTIFICATIONS, AND TRAINING

B.S., Chemical Engineering, Northwestern University, Evanston, Illinois 2003

Environmental Review and Compliance for Natural Gas Facilities, Federal Energy Regulatory Commission, 2019

Understanding Today's Clean Air Act Programs, Air and Waste Management Association, 2012

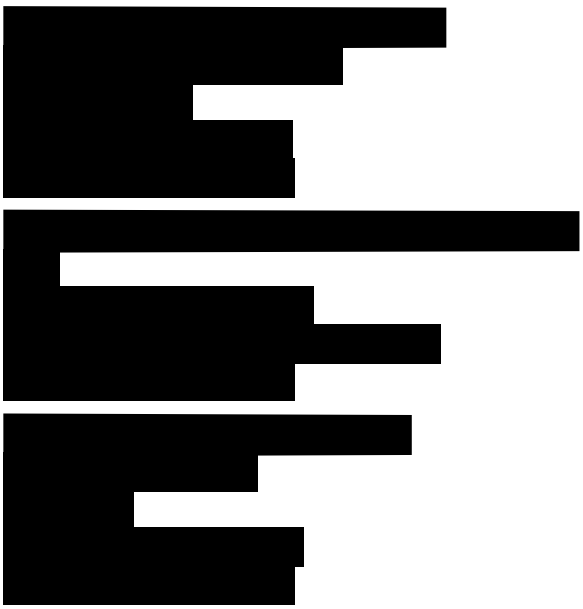
AERMOD Modeling for Permits, Oris Solutions EnviroMod University, 2010

Clean Air Compliance Bootcamp, Archer Institute of Environmental Training, 2008

Professional Engineer – Minnesota (#47551, 2009), Connecticut (#PEN.0031862, 2016), Illinois (#062.073305, 2021), Iowa (#20922, 2012), Nebraska (#E-13493, 2010), South Carolina (#31399, 2014), and Texas (#109153, 2011)

California Air Resources Board Low Carbon Fuel Standard Verifier Accredited – Fuel Pathways & Alternative Fuel Transactions, 2023

REFERENCES



PUBLICATIONS

Environmental Permitting Considerations of Co-located Carbon Capture Facilities. National Carbon Capture Conference. November 8-9, 2022. Des Moines, IA.

JOE CONNELLY

PROFESSIONAL EXPERIENCE

Joe Connelly is an Engineering Technician and Project Manager with 20 years of experience in civil projects. His expertise includes transportation, civil design, CAD, construction plan preparation, and estimating. Mr. Connelly has worked on civil-related projects including design, permitting, construction, and project management throughout the Midwest.

SELECT PROJECT EXPERIENCE

Pheasant Branch Greenway Project, Madison, Wisconsin Madison, Wisconsin (2023-2025)

Drafting and Design Services. The City of Madison collaborated with Merjent to enhance flood mitigation and infrastructure at the Old Sauk Trails Business Park Pond and Greenways. This project was in direct response to the catastrophic storms of 2016 and 2018, which caused significant damage across Madison. By spring 2023, a comprehensive study singled out the Old Sauk Trails Business Park Pond as a vital area requiring flood management enhancements, especially after the 2018 floods left much of the business park submerged. With a $6M grant from the Federal Emergency Management Agency's (FEMA's) Building Resilient Infrastructure and Communities (BRIC), plans are in place for strategic interventions. Core components of the project include expanding the flood storage capacity of the Old Sauk Greenway Pond, upgrading pivotal culverts and storm sewers, and enhancing the region's overall appeal. The overall project consisted of mass grading of the greenway site and adjacent channel, upgrades and relocations of storm sewer, sanitary sewer, watermain and private utilities, and road reconstruction. The project included a large scope of road closures throughout the road construction phases that required traffic detours for general travel and the local public transit routes.

Dakota County, Minnesota – County Road 64 Improvements - North Branch Vermillion River Stream Re-meander Project

Designer for a stream restoration project located on the North Branch of the Vermillion River, adjacent to a roadway project being completed at the same time. Mr. Connelly designed this ½ mile section of stream with severely incised banks and erosion that was then graded to open the floodway and provide an offline re-meander that slowed down the water and reduced the amount of erosion potential on the banks of the stream. The placement of rock riffles, natural bank stabilizations, and other best management practices were used to implement this project, which also included classroom learning and other teaching mechanisms, as it was adjacent to an elementary school.

Dakota County – Co. Rd. 86 Improvements

Leading the design and plan preparation of the roadway preliminary and final design. The project included coordination with various private utilities, including gas pipelines, overhead electric distribution, and small service level utilities. Coordination with a railroad

and its partners. Communication and coordination with local watershed districts and wetland permitting authorities.

Dakota County – Co. Rd. 64 Improvements
Joe was the design lead on this project that included the reconstruction of several miles of county road including several intersection improvements. The project featured a stream relocation, three Roundabouts, Pond grading, retaining wall construction, and many other complex design features including a stream restoration project. The project required the addition of a parking lot, access removals, and other site development related improvements that required turning movement analysis and site plan preparation.

Dakota County – Co. Rd. 50 Improvements
Joe was the design lead on this project that included the reconstruction of several miles of county road including a roundabout. The project featured a trail on both sides of the roadway, Pond grading, retaining wall design, and many other complex design features. The project required the addition of several related improvements that required turning movement analysis and site plan preparation.

EDUCATION, CERTIFICATIONS, AND TRAINING

A.A.S. Degree in Civil Engineering Technology. South Central College, North Mankato, Mn.

Design of Stormwater Pollution Prevention Plans

Advanced Civil 3d training

REFERENCES

[redacted]

BILL BERG

PROFESSIONAL EXPERIENCE

Bill Berg is an Engineering Technician with 8 years of experience in civil engineering project design. His expertise includes site plan development, transportation, roadway and infrastructure design, trail systems, park improvements, Computer Aided Drafting and Design (CADD) software and topographic survey services. Mr. Berg has worked on civil engineering projects throughout the Midwest.

SELECT PROJECT EXPERIENCE

City of Madison, WI - Pheasant Branch Greenway Project (2023 to 2025)

Drafting and Design Services. The City of Madison collaborated with Merjent to enhance flood mitigation and infrastructure at the Old Sauk Trails Business Park Pond and Greenways. This project was in direct response to the catastrophic storms of 2016 and 2018, which caused significant damage across Madison. By spring 2023, a comprehensive study singled out the Old Sauk Trails Business Park Pond as a vital area requiring flood management enhancements, especially after the 2018 floods left much of the business park submerged. With a $6M grant from the Federal Emergency Management Agency's (FEMA's) Building Resilient Infrastructure and Communities (BRIC), plans are in place for strategic interventions. Core components of the project include expanding the flood storage capacity of the Old Sauk Greenway Pond, upgrading pivotal culverts and storm sewers, and enhancing the region's overall appeal. The overall project consisted of mass grading of the greenway site and adjacent channel, upgrades and relocations of storm sewer, sanitary sewer, watermain and private utilities, and road reconstruction. The project included a large scope of road closures throughout the road construction phases that required traffic detours for general travel and the local public transit routes. Mr. Berg was heavily involved with the overall design of the project and drafting of the plans using CADD software. This work included preliminary topographic data processing, detailed drawing production, pipe networks, infrastructure, trail design and waterway analysis.

City of Hobart, IN – Duck Creek Tributary Phase 2 Stream Restoration (2024)

Drafting and Design Services. The Duck Creek Tributary is part of the Deep River-Portage Burns Waterway Watershed, which flows into the Little Calumet River and Lake Michigan. The City of Hobart contracted Merjent to restore approximately 1,500 linear feet of stream channel and 3.5 acres of riparian wetland habitat. Mr. Berg led the plan drafting portion of the project, including CADD data processing, plan development and overall modeling of the existing and proposed site.

Wisconsin Public Service – Substation Design Project (2023 to 2024)

Drafting and Design Services. Design and plan preparation of substation site plan projects in central and northeast Wisconsin. The projects consisted of designing each site using CADD software, including mechanical pads, access roads, stormwater ponds and drainage based on the existing land conditions. The projects were designed to meet several permitting and local

jurisdiction requirements involving adjacent right-of-way, public roads, and stormwater run-off. Specific plan set and design elements included overall site grading, stormwater drainage considerations, local permitting and tying the project into the existing infrastructure.

City of St. Paul Park, MN – Trunk Watermain Improvement Project (2022 to 2023)
Design and Drafting Services. In 2023 The city of St. Paul Park began construction on a major trunk watermain along a key corridor within the city, replacing the outdated system and infrastructure that was previously in place. The project included the replacement of watermain, storm sewer, sanitary sewer and major road reconstruction. Due to the length of the project and construction along a main road, several detours were needed throughout the duration of the project. Mr. Berg worked extensively on developing plans for all aspects of the project, including road, utility and traffic detour plans.

City of Wyoming, MN – East Viking Blvd. Improvement Project (2021 to 2022)
Drafting and Design Services. In 2023 the city of Wyoming, Minnesota began the reconstruction of East Viking Boulevard, a key corridor over two miles long. The project included pavement replacement, curb and gutter, sewer and water replacement, sidewalk replacement and bringing the existing pedestrian access up to current ADA standards. The existing sidewalk was expanded more than 2,000 additional feet, creating a pedestrian friendly connection between the existing urban corridor into the rural stretch of the project. Mr. Berg was involved in several aspects of the project including the initial topographic survey of the site, road and sidewalk design, storm sewer, sanitary sewer and watermain design, traffic detour routes and drafting of the plan set. The project scope also included a stream crossing that required designing around a proposed span bridge.

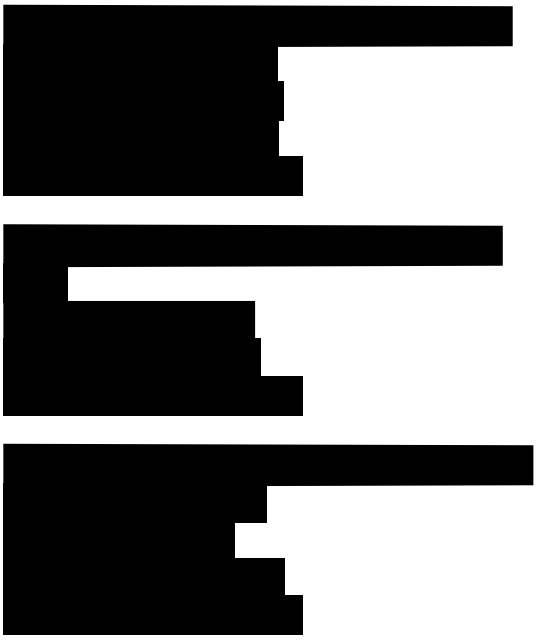
City of West St. Paul, MN – Marthaler Park Improvement (2021)
CADD services and plan development for municipal park and trail design. In 2021 the city of West. Paul, Minnesota, in partnership with Dakota County, developed a phased improvement project of Marthaler Park that included an extensive reconstruction of the park, including a large trail connection through the property that extended to adjacent public streets, greenspaces, and existing pond. The project consisted of over ½ mile of trail design within the extents of the park that met current ADA standards and stormwater drainage requirements. The trail construction was a part of a larger overall park plan that consisted of recreation facility improvements, fishing pier access and connecting nearby city amenities. Mr. Berg worked extensively on the drafting of the plans, including trail design, drainage, park layout, and connections to the local adjacent infrastructure.

City of Mahtomedi, MN – East Historic District Improvements Project (2020 to 2021)
Drafting and Design Services. The project consisted of the rehabilitation of infrastructure in a historic lakefront neighborhood for Mahtomedi, Minnesota that included several restrictions such as narrow streets, varying right-of-way, and a high importance of preserving the existing conditions. This included roadway replacement, sewer and water replacement and coordination for maintaining private features along the residential streets. The overall design also included the relocation of several private utilities and the removal and construction of several retaining walls throughout the site. Mr. Berg took part in the design and drafting of plans for the full scope of the project, including infrastructure and traffic detours within the site.

EDUCATION, CERTIFICATIONS, AND TRAINING

A.A.S Degree in Civil Engineering Technology, Dakota County Technical College, Rosemount, Minnesota, 2018

REFERENCES



MICHAEL MALLNER

PROFESSIONAL EXPERIENCE

Michael Mallner is a Senior Environmental Engineer and International Organization for Standardization (ISO) 14001 Principal Auditor with 16 years of experience in environmental engineering, focusing on manufacturing. His expertise includes air and water permitting, waste disposal, emergency response, and ISO auditing. Mr. Mallner has worked in lithium battery, electric motor, tire, and steel manufacturing in Tennessee, Pennsylvania, and Nevada, and was a credentialed U.S. Environmental Protection Agency (EPA) inspector in New York and New Jersey. He is an accomplished facilitator of cooperation among private industry, government agencies, and nonprofit groups. He has received public awards for sustainability projects and is a current governor appointee on the Nevada State Emergency Response Commission.

SELECT PROJECT EXPERIENCE

Tesla – Multiple Projects (2020 to 2024)

As a Staff Environmental Engineer and Environmental lead for a Nevada lithium battery/electric motor manufacturing facility employing over 10,000 people, as well as nearby satellite facilities, Mr. Mallner was responsible for all environmental permitting, compliance, and impact assessment during a time of significant production scaling and facility construction.

- Devised novel Title V permit strategy that reclassified majority of minor modifications into administrative amendments, cutting permitting times for new processes from months to under one week.
- Lead ISO audit teams at sister facilities.
- Acquired educational research grants, allowing local universities to evaluate best solutions for sustainable post-construction erosion control at no cost to the company, while generating positive press and volunteer engagement.

Bridgestone Americas Tire Operations – Multiple Projects (2016 to 2020)

Senior Environmental Engineer and Environmental lead for 300-person tire manufacturing plant. Responsible for ensuring ongoing plant compliance with all state, federal, corporate, and other environmental requirements. Championed award-winning onsite culture of environmental stewardship. Accountable for all state and federal permit applications and reports. Analyzed data and executed targeted strategies to minimize energy usage and emissions. Negotiated compliance and other requirements with agencies and other stakeholders. Directed spill and other release response and investigation, including ownership of onsite emergency plans. Maintained site ISO 14001 certification, including writing standards and integrating them into operations. Designed and conducted environmental training. Coordinated with company representatives and conservation

organizations to perform effective public outreach. Managed 700-acre certified onsite wildlife habitat.

- Successfully advocated for recognition of industry-leading site environmental program; plant awarded prestigious Governor's Environmental Stewardship Award in the "Pursuit of Excellence" category in 2018 as a result.
- Founded the Warren County Discard Discussion Group, a partnership between government and private industry to facilitate sustainability initiatives at the local level, with a focus on lifecycle assessment. The group was named "2018 Non-profit Recycler of the year" by the Tennessee Recycling Coalition.
- Used Department of Energy grant to fund an external facility energy usage evaluation and identify opportunities for improvement.
- Advised management on strategic permitting and business planning during transition from minor to major Title V facility.
- Planted 5-acre "Monarch Waystation" onsite using milkweeds supplied by a grant from Monarch Watch and volunteer labor.

GKN Hoeganaes – Multiple Projects (2013 to 2016)

As an Environmental Engineer, Mr. Mallner provided environmental technical support to Hoeganaes iron powder manufacturing plants in Tennessee, New Jersey, and Pennsylvania. He prepared, reviewed, and submitted on- and off-site environmental permit applications and reports and served as company representative during agency inspections and other audits. Mike communicated with environmental agency personnel regarding construction and operating issues, negotiating potential compliance issues, and enforcement actions, and led internal ISO 14001 audits at Hoeganaes facilities. He also devised and implemented training programs to ensure compliance with government and company requirements. Mike developed, monitored, and assessed plant environmental metrics and maintained on-site emergency action plans.

- Supervised the identification and removal of hazardous, special, and sensitive wastes for a shut-down Hoeganaes facility on a restricted timetable.
- Pursued novel avenues to reduce costs of waste disposal.

U.S Environmental Protection Agency – Air Compliance Branch, Region 2 (2008 to 2013)

Environmental Engineer and credentialed EPA enforcement officer regulating air enforcement for New York and New Jersey. Mike conducted environmental enforcement via unscheduled facility inspections. He inspected a wide variety of private and government facilities, preparing reports and making penalty recommendations based on findings. Mr. Mallner also investigated complaints from the public and engaged in outreach projects to improve public perception of the agency.

EDUCATION, CERTIFICATIONS, AND TRAINING

B.S., Chemical Engineering, New Jersey Institute of Technology, Newark, New Jersey, 2011

ISO 14001:2015 Principal Auditor (certificate #126332), Exemplar Global

REFERENCES

RYAN MEHR-BIGGS

PROFESSIONAL EXPERIENCE

Ryan Mehr-Biggs is a Visual Simulation and Graphic Design Specialist with eight years of experience in rendering and concept development for the architectural, construction, and environmental permitting industries. Mr. Mehr-Biggs executes visual impact studies, creates community outreach graphic materials, and assists with the illustration of engineering and design concepts.

SELECT PROJECT EXPERIENCE

Grid United – North Plains Connector (2023 to present)
Graphic design support and Visual Simulation Lead. Created renderings to illustrate the stages of transmission line construction. Through fully built 3D scenes, shows details of the process starting at initial survey through all phases of construction and remediation. Conducted a visual impact survey along the 350-mile length of the project and created visual simulations at key impact locations.

Flint Hills Resources – Eau Galle River Restoration (2023)
Graphic design support. Created renderings based on hydrological engineering details illustrating the restoration of an eroding riverbed that was threatening infrastructure.

Xcel Energy – Western Wisconsin Transmission Connection (2023)
Visual Simulation Lead. Site selection, photography, and visual simulation of multiple high impact areas along a proposed transmission line expansion in the Eau Claire, WI area.

Xcel Energy – Cylon Substation (2023)
Visual Simulation Lead. Created visual simulations of the proposed substation and the visual impacts of various mitigation options that were under consideration.

Xcel Energy – Nuclear Spent Fuel Storage Expansion (2023)
Visual Simulation Lead. Created visual simulations of the proposed expansion of the facility's spent fuel storage areas with additional space for waste casks.

City of Madison, WI – Pheasant Branch Restoration (2024)
Graphic design support. Created cross section illustrations based on hydrological engineering plans to depict visual impacts, flood stages, and vegetation management plans.

City of Madison, WI – Sauk Creek Restoration (2024)
Graphic design support. Created cross section illustrations based on hydrological engineering plans to depict flood mitigation measures.

Dairyland Coop – Alma-Blair Transmission (2024)
Graphic design support and Visual Simulation Lead. Created renderings to illustrate the stages of transmission line construction. Through fully built 3D scenes, showed details of the process starting at initial survey through all phases of construction and remediation. Site selection, photography, and visual simulation of multiple high impact areas along a proposed transmission line expansion in the is southwest Wisconsin.

National Grid Renewables – Summit Lake Solar and BESS (2024)
Visual Simulation Lead. Created visual simulations of the proposed solar panels, collector substation, and battery energy storage facilities for the Summit Lake Solar project.

NextEra Energy – BESS and Transmission Diagram (2024)
Graphic design support. Created illustrations of the proposed BESS's interaction with the power grid under various power production and demand conditions.

Ranger Power – Gopher State and Lemon Hill Solar (2024)
Graphic design support. Created open house posters and outreach materials for the Gopher State and Lemon Hill solar projects.

Vanguard Renewables – Johnson Anaerobic Digester (2025)
Visual Simulation Lead. Created visual simulations of the proposed anaerobic digester facility and landscape and vegetation screening options to facilitate community discussion on visual impacts. Created visual simulations of aerial photography to assist in project planning and community outreach.

Xcel Energy – King Transmission Connection (2025)
Visual Simulation Lead. Created visual simulations of the proposed transmission line to connect the King Solar project to the grid.

Xcel Energy – Emerald Substation (2025)
Visual Simulation Lead. Created visual simulations of the proposed substation and the visual impacts of various mitigation options that were under consideration. Created visual simulations of aerial photography to assist in project planning and community outreach.

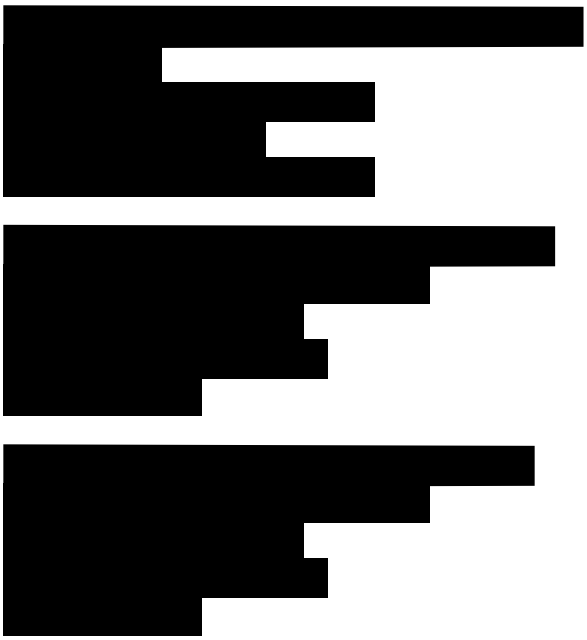
Xcel Energy – River Falls to Hudson Transmission (2025)
Visual Simulation Lead. Created visual simulations of the proposed substations and 15 miles of transmission line through residential areas. Created visual simulations of aerial photography to assist in project planning and community outreach.

Geronimo Power –Plum Creek BESS (2025)
Visual Simulation Lead. Created visual simulations of the proposed battery energy storage system and the associated wind project, substation, and transmission lines.

EDUCATION, CERTIFICATIONS, AND TRAINING

B.S. Industrial Design emphasis in Design for Sustainability, Iowa State University, Ames, IA

REFERENCES



PETER ROCCO

PROFESSIONAL EXPERIENCE

Peter Rocco is a Senior Project Manager with Merjent's Galileo Project Division. He has over 21 years of experience in project and event management, public involvement, and community outreach, with 14 years of experience in National Environmental Policy Act related permitting and compliance monitoring. His expertise includes project startup, communication and coordination planning, meeting management, project records, and public outreach. He primarily serves as Galileo's lead on multi-state transmission, pipeline, and water projects in the Southwest and Western regions of the United States. Mr. Rocco has worked closely with federal agencies including the U.S. Army Corps of Engineers (USACE), Bureau of Land Management (BLM), U.S. Fish and Wildlife Service (USFWS), and the U.S. Forest Service. He is guest lecturer at Arizona State University and has presented at the BLM's Managing Major Rights-of-Way course.

SELECT PROJECT EXPERIENCE

Bureau of Land Management – Wolf Creek Reservoir Project (2022 to Present)
Serves as Galileo's Project Manager. The project is a proposed dam, reservoir, and associated infrastructure on approximately 2,100 acres of BLM, state, and private lands in northwestern Colorado. The BLM is considering the issuance of a right-of-way grant, and the USACE is considering the issuance of a Department of Army Permit under Section 404 of the Clean Water Act. Galileo's scope includes assisting the agency in pre-Notice of Intent planning, organizational, communication, and logistical support. Under the direction of the BLM, Galileo coordinated the cooperating agency invitation and on-boarding process, drafts and distributes Nation-to-Nation correspondence, coordinates and tracks cooperating agency reviews of technical documents, developed and maintains the project record, maintains project and stakeholder mailings lists, schedules and documents project meetings, and prepares cost recovery reports. Over 25 tribes and 25 cooperating agencies across two states are involved, including the USACE, U.S. Environmental Protection Agency, Bureau of Reclamation, USFWS, Colorado Department of Natural Resources, and Colorado Department of Public Health and Environment. The proponent is Rio Blanco Water Conservancy District.

Bureau of Land Management – TransWest Express (2020 to Present)
Serves as Galileo's Project Manager. The TransWest Express transmission line is an approved and partially built 500 kilovolt 735-mile-long transmission line and associated infrastructure that crosses Wyoming, Colorado, Utah, and Nevada. The BLM is the lead federal agency, but the project crosses lands managed by the Bureau of Reclamation and US Forest Service. Galileo's scope includes managing project coordination across 10 BLM field offices and multiple federal and state entities, meeting management, project record maintenance, issue resolution, and variance processing. Under the direction of the BLM, the Galileo team managed project reinitiation after the proponent addressed requirements of the decision documents, developed unique strategies to coordinate contractor and agency

review of mitigation plans to ensure the requirements of the governing documents were addressed, developed project contact lists, established coordination pathways for pre-construction, and then recalibrated those strategies for the construction compliance phase. During the compliance phase, the Galileo team supports Merjent's field service division with variance processing. Other participating agencies include the USFWS, Central Utah Completion Act Office, National Park Service, and Utah Division of Wildlife Resources. The proponent TransWest Express LLC.

Bureau of Land Management – Vulcan Solar Project (2024 to Present)
Serves as Galileo's Project Manager. The project is a proposed solar photovoltaic power generating facility on approximately 7,300 acres of BLM managed, state, and private lands in Arizona. Galileo's scope includes meeting management, project record maintenance, contact list maintenance, public involvement planning, and review tracking. Under the direction of the BLM and the prime contractor, Galileo prepared a new project record based on documents provided by the previous contractor, reestablished coordination with cooperating agencies, and established meeting management protocols. Galileo is planning public involvement related to the release of the draft environmental impact statement. BLM is the lead federal agency and there are eight cooperating agencies involved. The proponent is NextEra Energy Resources.

Bureau of Land Management – Ivanpah-Control Project (2019-2024)
Served as Galileo's Project Manager. The project is the proposed upgrade of an existing 358-mile-long 115 kilovolt transmission line and associated infrastructure in California. The BLM is the lead federal agency, but the National Park Service, US Fish and Wildlife Service and several other cooperating agencies are involved. The BLM coordinated regularly with the California Public Utilities Commission who are conducting a parallel analysis under the California Environmental Quality Act. Under the direction of the BLM and the prime contractor, Galileo established communication and coordination protocols, facilitated internal scoping and alternatives development meetings, managed the cooperating agency invitation process, drafted and distributed Nation to Nation letters, developed and maintained the tribal consultation and project record databases, managed meetings, and coordinated public involvement for the Notice of Intent. The project is currently on pause and the proponent is Southern California Edison.

EDUCATION, CERTIFICATIONS, AND TRAINING

GIS Certificate – Mesa Community College, Mesa, Arizona

Bachelor of Science in Renewable Natural Resources, University of Arizona, Tucson, Arizona

Foundations of Public Participation Certificate – Internal Association of Public Participation

Obtaining Certificates of Environmental Compatibility Certificate – EUCI

National Association of Environmental Professionals & Arizona Chapter Member

REFERENCES

JO RENDER

PROFESSIONAL EXPERIENCE

Jo Render is a Senior Project Manager with Merjent's Galileo Project Division, with more than 20 years of experience in industry, consulting, and non-profits and five years of experience in National Environmental Policy Act (NEPA) permitting. Jo is Galileo's lead for the Department of Energy's Grain Belt Express Transmission Line Project Environmental Impact Statement (EIS) and the Bureau of Land Management's Lava Ridge Wind Project EIS, providing project management and consulting support including planning and meetings management, agency coordination, public involvement, document management, and National Historic Preservation Act Section 106 support. She also provides similar support for state-level permitting projects and federal agency-led construction compliance activities.

SELECT PROJECT EXPERIENCE

Department of Energy Loan Programs Office – Grain Belt Express Transmission Line Project (2022 – present)

Serve as Galileo's Project Manager supporting the agency's NEPA and Section 106 lead in the development of the agency's EIS and Section 106 Programmatic Agreement for the project. Galileo's scope of work includes supporting agency coordination with the U.S. Army Corps of Engineers (Section 404 and 408 permitting), U.S. Fish and Wildlife Service, National Park Service, and state agencies as well as facilitating and recording Section 106 consultation processes and managing the agency's project record. The Grain Belt Express Transmission Line Project (Phase 1) is a 531-mile-long high-voltage direct current transmission line in Kansas and Missouri.

Bureau of Land Management – Lava Ridge Wind Project (2020 – 2024)

Served as Galileo's Project Manager supporting the agency's NEPA and Section 106 leads in the development of the agency's EIS, Programmatic Agreement, and Record of Decision for the project. Galileo's scope of work included facilitating and recording more than 500 project meetings; supporting cooperating agency coordination and document reviews; planning and delivery of both electronic and in-person public involvement materials and meetings; developing agency notice packages and briefing materials; managing the agency's project record, including the processing of more than 11,000 public comments and multiple response records addressing Freedom of Information Act requests; supporting the nationally significant Section 106 process involving more than 30 Tribal, individual, and institutional consulting parties; and preparing the Record of Decision. Cooperating agencies included the U.S. Army Corps of Engineers, National Park Service, U.S. Fish and Wildlife Service, and the Advisory Council on Historic Preservation, among others. The Lava Ridge Wind Project is a 231-turbine wind generation facility with associated storage and project infrastructure in southern Idaho. The project developer, Magic Valley Energy, received a right-of-way grant in December 2024.

Minnesota Power – ISA Transmission Project (2025- ongoing)
Task lead responsible for the planning and delivery of public outreach activities and support for agency and Tribal outreach during the pre-application phase for a Route Permit and Certificate of Need from the Minnesota Public Utilities Commission. Public involvement has included the planning of two rounds of open houses, the design of fact sheets and supporting outreach materials, and development of a project website supporting direct public engagement. Agency coordination has included the U.S. Army Corps of Engineers and U.S. Fish and Wildlife Service, among others. The company is seeking to permit a 63-mile-long 345-kilovolt transmission line on mostly privately owned land in Minnesota.

Bureau of Land Management – Energy Pipeline Pre-NEPA Planning Phase (2023 – 2024)
Served as Galileo's Project Manager in developing project plans and systems during the pre-NEPA and early Section 106 phases with the project proponent stakeholders. Work included the preparation of a communication and coordination plan, cooperating agency planning and coordination, tracking agreement documents and cost recovery, coordination of early agency outreach and Section 106 planning discussions, and agency review of the Plan of Development. Agency coordination included the U.S. Army Corps of Engineers, Forest Service, U.S. Fish and Wildlife Service, National Park Service, Bureau of Indian Affairs, and state agencies. The project is a more than 400-mile-long multi-state energy pipeline in the Southwest.

Bureau of Land Management – Rangeland Health Assessments (2023-2024)
Served as Galileo's Project Manager and editor providing technical editing and 508-compliance support to the Bureau of Land Management's Jarbidge Field Office in the finalization of draft rangeland health assessments for distribution to grazing permittees. Galileo and its teaming partner worked with the Bureau's technical team and office leadership to develop the style guide and provide full technical editing services to ensure consistency and accuracy across a range of deliverables in a short timeframe, to meet stakeholder and court-mandated deadlines.

Bureau of Land Management – Dry Lake East Energy Center Solar Project Construction Compliance (2025-ongoing)
Lead Galileo's team supporting the BLM's construction compliance process with project meetings coordination and facilitation and project record management. Dry Lake East is a solar energy facility to be developed by a subsidiary of NextEra Energy in southern Nevada. The project received its right-of-way grant in 2024.

Bureau of Land Management – Transmission Line Reconstruction and Remediation Projects (2020-2021)
Served as Deputy Manager for Galileo's support to the agency's NEPA lead, providing agency coordination and outreach, meeting facilitation, document review support, project plan preparation, and project record management during the pre-Notice of Intent period for three transmission line projects in southern California. The projects involved court-mandated transmission line reconstruction and/or remediation activity requiring environmental impact statements in multiple BLM districts and field offices. Agency coordination involved

the U.S. Army Corps of Engineers, multiple Department of Defense active facilities, the National Park Service, Forest Service, and various state agencies.

EDUCATION

Master of Arts, Energy Regulation and Law, Vermont Law School

Master of Arts, International Studies, University of South Carolina

Bachelor of Arts, Political Science and Economics, LeMoyne College

REFERENCES

ERIN RAFFERTY

PROFESSIONAL EXPERIENCE

Erin Rafferty is a Deputy Project Manager with Galileo Project, a Division of Merjent Inc with three years of experience in project management of complex, multi-state, multi-jurisdictional projects through compliance with the National Environmental Policy Act (NEPA). Her expertise includes multi-state transmission line projects and reservoir projects in the Southwest and Midwest regions of the United States. Ms. Rafferty has worked closely with federal agencies including the U.S. Army of Engineers, Bureau of Land Management, and Fish and Wildlife Service on a reservoir project in Colorado and transmission line projects in Arizona, Nevada, and New Mexico.

SELECT PROJECT EXPERIENCE

Bureau of Land Management – Wolf Creek Reservoir Project (2022 to Present)

Served as Deputy Project Manager. The project is a proposed dam, reservoir, and associated infrastructure on approximately 2,100 acres of BLM, state, and private lands in northwestern Colorado. The BLM is considering the issuance of a right-of-way grant, and the U.S. Army Corps of Engineers is considering the issuance of a Department of Army Permit under Section 404 of the Clean Water Act. Assisted the agency in pre-Notice of Intent planning, organizational, communication, and logistical support. Developed planning and agreement documents, public outreach materials, and briefings. Coordinated public involvement, issue identification, analysis planning, team development, document reviews, and agency and tribal consultation. Maintained a public mailing list, project contact list, decision file, and tribal consultation database. Agency coordination included the U.S. Army Corps of Engineers, Environmental Protection Agency, Bureau of Reclamation, Fish and Wildlife Service, multiple state and local agencies, and over 25 tribes.

Bureau of Land Management – GridLiance West Core Upgrades Transmission Project (2023 to Present)

Served as Deputy Project Manager. The project is a proposed upgrade to an existing 230-kV or 500-kV transmission system on approximately 155 miles of BLM, Department of Defense, State of Nevada, tribal, and private land in Nevada. Assisted the agency in NEPA compliance by providing planning, organizational, communication, and logistical support. Developed planning and agreement documents, public outreach materials, Federal Register Notices, and agency briefings. Facilitated in-person and virtual public meetings for the scoping period and Draft Environmental Impact Statement Comment period. Maintained a public mailing list, project contact list, decision file, and tribal consultation database. Agency coordination included the Bureau of Indian Affairs, Bureau of Reclamation, Environmental Protection Agency, Forest Service, Fish and Wildlife Service, National Park Service, along with multiple state and local agencies in Nevada.

Bureau of Land Management – SunZia Transmission Project (2024 to 2025)

Served as Deputy Project Manager. The project is a 500-kV transmission line across approximately 550 miles of federal, state, and private lands in New Mexico and Arizona. The

right-of-way for the project was executed by the Bureau of Land Management in 2016, amended in 2023, and construction is expected to be complete in 2026. Assisted the agency in the construction compliance process with variance and notice to proceed tracking, meeting coordination and facilitation, and project record management. Developed agency and tribal correspondence, fulfilled agency information requests, and coordinated in-person project management meetings and site visits. Agency coordination included the Bureau of Reclamation, Environmental Protection Agency, and Fish and Wildlife Service.

Bureau of Land Management – RioSol Transmission Project (2024 to 2025)

Served as Deputy Project Manager. The project is a 500-kV transmission line across approximately 550 miles of federal, state, and private lands in New Mexico and Arizona and would run parallel to the SunZia Transmission Line. Assisted the agency in NEPA compliance by providing planning, organizational, communication, and logistical support. Developed planning and agreement documents, public outreach materials, and tribal correspondence. Supported in the development of the Categorical Exclusion, Decision Record, and the Right-of-Way grant package. Maintained a public mailing list, project contact list, and decision file. Agency coordination included the Bureau of Reclamation, Environmental Protection Agency, and Fish and Wildlife Service.

EDUCATION, CERTIFICATIONS, AND TRAINING

Bachelor of Sciences, Conservation Biology & Ecology, Arizona State University, Tempe, Arizona, 2022

Microsoft Office 2021/365 Certificate

REFERENCES

[redacted]

SAM SALTER

PROFESSIONAL EXPERIENCE

Sam Salter has been Merjent's Tech Edit Coordinator for almost 3 years, coordinating document edits, document control, and quality assurance services for colleagues and clients on various projects, including environmental permit applications, resource reports, proposals, and related materials. Mr. Salter also trains staff and maintains guidance documents and templates to promote consistency, accuracy, readability, and high-quality standards for all deliverables.

Before focusing on technical education and writing, Sam spent 5 years as a project manager for custom home construction in Wisconsin and Minnesota – planning, scheduling, supervising sub-contractors, managing quality control, and complying with local, state and federal building codes and regulations. He maintains certifications in Construction Site Management (2026) and the Design of Construction Stormwater Pollution Prevention Plans (SWPPP; 2027) through the University of Minnesota's Erosion and Stormwater Management Certification Program.

SELECT PREVIOUS EXPERIENCE

Northwood Technical College – Instruction & Faculty Dean (2008 to 2022)

Prior to joining Merjent, Sam worked as a technical college instructor, earning a promotion to Associate Dean of General Studies and taking numerous opportunities to work on local, college- and state-wide initiatives in curriculum design & training with private businesses and colleagues across the Wisconsin Technical College System. Instruction included technical communications (e.g., technical writing, speech, oral/interpersonal and applied communications) and related software applications including MS Word and PowerPoint, Adobe Acrobat, Photoshop, and Premier. Management responsibilities involved supervising over 25 faculty, representing the college at local and regional events, directing college and state-wide curriculum initiatives, training faculty and students, and completing annual performance reviews.

Divine Custom Homes – Home Construction (2004 to 2008)

As a construction project manager, Mr. Salter coordinated the construction of 10 to 12 luxury custom homes per year in the St. Croix Valley (Wisconsin/Minnesota), including the coordination of complex construction processes and timelines, sub-contractors, inspection deadlines, change orders, and quality control, while maintaining positive working relationships with clients, subs, and the general contractor. Sam was responsible for site management, including erosion control and local building code compliance, along with overall safety for subs, clients, and the public.

REFERNECES

EDUCATION, CERTIFICATIONS, AND TRAINING

Design of Construction SWPPP, Department of Bioproducts and Biosystems Engineering, University of Minnesota, Arden Hills, MN, expires 2027

Construction Site Management, Department of Bioproducts and Biosystems Engineering, University of Minnesota, Arden Hills, MN, expires 2026

Master of Science, Educational Communications & Technology (Curriculum & Instruction), University of Wisconsin – Madison, Madison, WI, 2000

Bachelor of Arts, Communications (Radio, TV & Film), University of Wisconsin – Madison, Madison, WI, 1993

ATTACHMENT F

Conflict of Interest Form

Project Specific Conflict of Interest Form

Nebraska Department of Natural Resources

RFP NDNR25-01

Please Note: As a requirement under the Department of Natural Resource RFP NDNR25-01, no firm will be eligible to contract for these engineering services unless they are licensed to practice engineering in the state of Nebraska and are able to demonstrate that all members of the project team have NO conflicts of interest, including current project affiliations with the state of Colorado or current water projects that affect flows of the South Platte River.

A conflict of interest shall be determined to exist if any member of the project team is conducting related engineering work in the State of Colorado during the performance period of the contract.

I hereby certify that I have read and understand the requirements of RFP NDNR25-01 and that no member of the project team has a conflict of interest.

Name of Firm(s) Merjent, Inc.

Printed Name of Project Manager Jared Baxter

Signature of Project Manager [redacted]

Date July 16, 2025