



December 31, 2024

State of West Virginia
Department of Administration
Purchasing Division
2019 Washington Street
East Charleston, WV 25305

RECEIVED

2025 JAN -7 PM 12:08

WV PURCHASING
DIVISION

ATTENTION: Joseph E. Hager III, Buyer

SUBJECT: Proposal to Perform Administration of Methane Emission Reduction Program
(MERP) for Marginal Conventional Wells (MCWs)

Dear Mr. Hager:

North Wind Response & Reclamation, LLC (North Wind) appreciates the opportunity to submit our proposal to the State of West Virginia to serve as the Administrator of the State's MERP program for the nomination and selection of wells for plugging.

We offer the State a one-stop, full-service program. The State will benefit from our in-house capabilities for project management; communications and outreach; natural, historical, and cultural resource consulting; GIS; technical and financial reporting; talent acquisition and employee retention; IT; estimating and procurement; and more. North Wind also has recent experience plugging wells in the State, under our prime contract for Region VIII Multi-Well Plugging. As a result, North Wind has in-place relationships with local subcontractors and suppliers to facilitate project execution.

As required, our proposal is presented in two, separate volumes:

1. Technical Proposal
2. Cost Proposal (in a separately sealed and marked envelope)

As the president and general manager of North Wind, I am the authorized signatory and your point of contact for this proposal. Please contact me at (713) 751-9229 or grant.smith@northwindgrp.com.

We hope to be of service to the State on this important project that supports the reclamation of West Virginia's air, land, and water.

Sincerely,

A handwritten signature in blue ink, appearing to read "Grant F. Smith", is written over a horizontal blue line.

Grant Smith (Dec 31, 2024 10:47 CST)

Grant F. Smith, President and General Manager
North Wind Response & Reclamation, LLC

Administration of Methane Emission Reduction Program (MERP) for Marginal Conventional Wells (MCWs)

CRFP 0313 DEP2500000004

Technical Proposal

Submitted to:

State of West Virginia
Department of Administration
Purchasing Division
2019 Washington Street
East Charleston, WV 25305

Submitted by:


NORTHWIND
RESPONSE & RECLAMATION
1425 Higham Street
Idaho Falls, ID 83402
(208) 528-8718 phone | 208-528-8714 fax
nwindustrial@northwindgrp.com

Authorized Signatory:


Grant Smith (Jan 3, 2025 08:54 MST)

Grant Smith, President
North Wind Response & Reclamation
(713) 751-9229
grant.smith@northwindgrp.com



● TABLE OF CONTENTS



TABLE OF CONTENTS

TABLE OF CONTENTS

Acronyms.....	iii
1.0 PROJECT GOALS AND MANDATORY REQUIREMENTS (RFP 4.2).....	1
1.1 Introduction to North Wind.....	1
1.1.1 Oil and Gas Well P&A Experience Nationwide and in West Virginia	2
1.1.2 “One-Stop Shop” Capitalizes on In-house Capabilities of the North Wind Group and Network of Approved Subcontractors.....	2
2.0 APPROACH AND METHODOLOGY TO GOALS AND OBJECTIVES (RFP 4.2.1)....	8
2.1 MCW Nominating Process (RFP 4.2.1.1).....	8
2.1.1 Meaningful Engagement.....	10
2.1.2 Process Development.....	12
2.1.3 Nomination Window.....	14
2.2 MEQ Data (RFP 4.2.1.2).....	17
2.2.1 Pre-Plugging	17
2.2.2 Post-Plugging.....	17
2.2.3 Qualifications of Measurement Specialists.....	18
2.2.4 Measurement Instrumentation and Methodological Approaches	18
2.2.5 Data Reporting Elements	19
2.2.6 Timeline	20
2.3 MCW Prioritization/Prioritized Well List (RFP 4.2.1.3).....	20
2.3.1 Data Entry	22
2.4 Ancillary Permit Activity (RFP 4.2.1.4)	22
2.4.1 Defining Project Areas for Jurisdiction	23
2.4.2 Action Areas	23
2.4.3 Areas of Potential Effects	24
2.4.4 Tribal Consultation	25
2.5 Timeline for All Project Activities.....	25
3.0 MANDATORY PROJECT REQUIREMENTS (RFP 4.2.2).....	27
3.1 Technical Progress and Financial Reports (RFP 4.2.2.1)	27
3.1.1 Technical Reporting.....	27
3.1.2 Financial Reporting.....	27
3.2 Attendance at CBC Meetings (RFP 4.2.2.2).....	28
4.0 QUALIFICATIONS AND EXPERIENCE (RFP 4.3)	29
4.1 Qualification and Experience Information (RFP 4.3.1)	31
4.1.1 Oil and Gas Industry Project Management Experience (RFP 4.3.1.1)	31
4.1.2 Earth Disturbances (RFP 4.3.1.2)	39
4.1.3 Qualified Measurement Specialists (RFP 4.3.1.3).....	42
4.2 Mandatory Qualifications/Experience Requirements (RFP 4.3.2).....	43
4.2.1 No Conflict of Interest (RFP 4.3.2.1)	43
4.2.2 Capability to Perform as Well Plugging Vendor (RFP 4.3.2.2)	43

Figures and Tables

Figure 1. Top 10 counties to be targeted for the nominating process.....	9
Figure 2. Example of targeting areas based on driving distance and proximity to towns with medical and housing resources.	13
Figure 3. Example of Work Zones Map developed by North Wind.....	13
Figure 4. Steps for opening and closing well nomination window.....	16
Figure 5. external and internal view of Zefiro's methane measurement setup.....	19
Figure 6. The Semtech Hi-Flow 2 Sampler measurement and control module.....	19
Figure 7. Example of weighted matrix for evaluating well nominations	21
Figure 8. Timeline for achieving Agency's goals and objectives	26
Figure 9. Project organization chart.....	30
Figure 10. Example timeline for coordinating a public meeting	39
Figure 11. North Wind Group personnel with advanced degrees in relevant fields.....	40

Attachments

- Attachment 1: Completed Request for Proposal Form
- Attachment 2: Acknowledgement of Addenda Form
- Attachment 3: Resumes and Degrees of Key Personnel



ACRONYMS



ACRONYMS

Acronyms

AA	Action Area
Agency	West Virginia Department of Environmental Protection
AHA	Activity Haward Analysis
AML	Abandoned Mine Land
APE	Area of Potential Effects
API	American Petroleum Institute
APP	Accident Prevention Plan
BA	Biological Assessment
BE	Biological Evaluation
BLM	Bureau of Land Management
BOED	Barrels of Oil Equipment Per Day
CBC	Community Benefits Committee
CFM	Cubic Feet Per Minute
CMMS	Computerized Maintenance Management System
CPAR	Contractor Performance Assessment Report
CPM	Critical Path Method
D&D	Deactivation and Decommissioning
DCAA	Defense Contract Audit Agency
DEP	Department of Environmental Protection
DOE	Department of Energy
EMR	Experience Modification Rate
ESA	Endangered Species Act
EVMS	Earned Value Management System
FERC	Federal Energy Regulatory Commission
FLPMA	Federal Land Policy and Management Act
FTP	File Transfer Protocol
GIS	Geographical Information System
HAZWOPER	Hazardous Waste Operations and Emergency Response
HTRW	Hazardous, Toxic, and Radioactive Waste
IDIQ	Indefinite Delivery Indefinite Quantity
IPaC	Information for Planning and Consultation
MCW	Marginal Conventional Wells
MERP	Methane Emission Reduction Program
MEQ	Methane Emissions Quantification
MSHA	Mine Safety and Health Administration
NEPA	National Environmental Policy Act
NETL	National Energy Technology Laboratory
NHPA	National Historic Preservation Act

NORM	Naturally Occurring Radioactive Materials
NPS	National Park Service
NQA	Nuclear Quality Assurance
NRC	Nuclear Regulatory Commission
NRCS	Natural Resources Conservation Service
NRHP	National Register of Historic Places
NRI	National Rangeland Inventory
North Wind	North Wind Response and Reclamation, LLC
OGI	Optical Gas Imaging
OSHA	Occupational Safety and Health Act
PA	Programmatic Agreement
P&A	Plugging and Abandonment
P6	Primavera Enterprise Project Portfolio Management
QMS	Qualified Measurement Specialist
RAD	Radioactive
RCRA	Resource Conservation and Recovery Act
RFP	Request for Proposal
RMLD-CS	Remote Methane Leak Detector–Complete Solution
RPA	Registered Professional Architect
SHPO	State Historical Preservation Office
SME	Subject Matter Expert
SPE	Society of Petroleum engineers
SWD	Saltwater Disposal Well
SWDA	Solid Waste Disposal Act
SWPPP	Stormwater Pollution Prevention Plan
TDAT	Tribal Directory Assessment Tool
TDLAS	Tunable Laser Absorption Spectroscopy
TENORM	Technologically Enhanced Naturally Occurring Radioactive Materials
THPO	Tribal Historic Preservation Office
TSCA	Toxic Substance Control Act
TDLAS	Tunable Laser Absorption Spectroscopy
USDA	US Department of Agriculture
USFWS	US Fish and Wildlife Service
USGS	US Geological Survey
VOC	Volatile Organic Compound
Zefiro	Zefiro Methane Corp.



1.0 PROJECT GOALS AND MANDATORY REQUIREMENTS



1.0 PROJECT GOALS AND MANDATORY REQUIREMENTS

1.0 PROJECT GOALS AND MANDATORY REQUIREMENTS (RFP 4.2)

1.1 Introduction to North Wind

North Wind Response and Reclamation, LLC

(North Wind) is fully qualified and eminently prepared to serve as the administrator of the State of West Virginia's Methane Emission Reduction Program (MERP) grant for the plugging of Marginal Conventional Wells (MCWs).

North Wind was founded for the expressed purpose of providing comprehensive turnkey reclamation and restoration services for the oil and gas industry, specifically in support of well plugging and abandonment. North Wind has assembled a distinguished team of subject matter experts and knowledgeable and industry-specific operational staff to manage and execute national historic and urgent reclamation projects.

Our capabilities include project management; administrative reporting and documentation; site assessments and inventories; Geographical Information System (GIS) services; site access; slope stabilization; field sampling and testing; methane monitoring; Naturally Occurring Radioactive Materials (NORM) and Technologically Enhanced Naturally Occurring Radioactive Materials (TENORM) remediation; well plugging and abandonment (P&A); drilling and hydrogeological services; waste management; debris removal; and site restoration and closure.

North Wind is part of a family of companies with common ownership under CIRC Development Corporation d/b/a North Wind Group. The 18 companies of the North Wind Group generate a combined average annual revenue of \$550M in construction, environmental, engineering, facility operations and maintenance, industrial response and reclamation services, and other professional services. The North Wind Group's parent is Cook Inlet Region, Inc. (CIRI), an Alaskan Native Corporation owned by a diverse group of more than 2,000 Alaskan Native shareholders. North Wind's profits help support CIRI provide health care, housing, employment, education, access to justice, and other social and cultural enrichment services for over 60,000 Alaska Natives and Native Americans in the Cook Inlet Region. In 2023, North Wind's profits contributed over \$35 million in support of the Alaska Native community.

North Wind

- ✓ Top 200 Environmental Company
- ✓ as ranked by *Engineering News Record* (#63 in 2024)
- ✓ \$1 billion balance sheet
- ✓ Financially secure contractor with \$450M aggregate and \$50M single job bonding capacity, with the ability to go higher if required
- ✓ 2,100 multi-disciplined staff in 35 offices nationwide
- ✓ Large inventory of owned and leased equipment
- ✓ National network of vetted subcontracting partners
- ✓ ISO-9001:2015-certified and NQA-1-compliant Quality Program
- ✓ Mature health and safety program underscored by an industry low EMR of 0.78
- ✓ Insurance coverage that meets or exceeds most clients' minimum requirements
- ✓ DCAA-approved Deltek Costpoint accounting system
- ✓ P6-based EVMS Project Controls Systems

1.1.1 Oil and Gas Well P&A Experience Nationwide and in West Virginia

To date, North Wind has been awarded 13 P&A well contracts in 8 different states and has closed more than 110 wells. Each project has included site assessments, coordination with the landowner and customer, site access, P&A design and execution, site remediation, and site reclamation. We also arranged for methane testing when required.

Our P&A experience includes our recent \$2.5M prime contract with the State of West Virginia for Multi-Well Federal Plugging in Region VIII. This project covered a vast area encompassing 39 counties, within which we successfully identified and prioritized 20 wells located on public lands, including wildlife management areas, state forests, state parks, and county parks. North Wind performed well location, identification, inspection, evaluation, and prioritization as well as permitting, plugging, progress reporting, and reclamation. Our work on this recent contract has given North Wind a firsthand understanding of the State's oil and gas market, geography and terrain, and laws and regulations.

1.1.2 "One-Stop Shop" Capitalizes on In-house Capabilities of the North Wind Group and Network of Approved Subcontractors

North Wind offers the State of West Virginia a "one-stop shop" for comprehensive MERP administration that capitalizes on our full-service, in-house capabilities and in-place relationships with local subcontractors.

In-house Capabilities

A distinct advantage of contracting with North Wind is that we can readily draw upon the experience and expertise of sister companies under the North Wind Group umbrella. North Wind and our sister companies share the same, proven corporate infrastructure and follow the same policies, procedures, systems, and database tools used to successfully manage and execute nearly \$5 billion in diverse infrastructure, environmental, engineering, and construction services over the past quarter-century.

The common ownership of North Wind and our sister companies enables us to leverage workforce, past performance, management, and other resources in contract performance. In addition to self-performing project planning, scheduling, management and supervision; owner/operator engagement; information gathering; and well prioritization, North Wind will engage the services of our sister companies with specialized expertise to identify "locations of concern" for selected wells and initiate appropriate reviews and conduct tribal consultation when warranted. *North Wind Resource Consulting* will provide natural and cultural resource consulting, geographic information systems (GIS), and National Environmental Policy Act (NEPA) compliance and permitting services. *North Wind Archaeological Research and Historical Preservation* will provide National Historic Preservation Act (NHPA) Section 106 and 110 compliance, archaeological and architectural surveys, National Register of Historic Places (NRHP) nominations and evaluations, and archaeological testing and data recovery excavation.

North Wind Site Services will provide Hazardous, Toxic, and Radioactive Waste (HTRW) management expertise. This North Wind sister company retains full-time waste management

professionals fully certified in HAZWOPER and RAD Worker training and US Department of Transportation (USDOT) Advanced Shipping for Hazardous, Radioactive, and Mixed Wastes. They provide waste assessments and characterization, inventory control, packaging, manifesting, shipping, and disposal plans compliant with state and federal regulations. They also supervise waste activities onsite to protect worker and environmental safety and health.

North Wind Site Services also has recent experience with NORM and TENORM. In 2022, on a prime contract with the US DOE for Deactivation and Decommissioning (D&D) at the Knolls Atomic Power Laboratory in New York, the excavating team unexpectedly encountered NORM-impacted materials. The waste management team developed a plan for disposing of the NORM waste at a Title D landfill.

Prior to the establishment of North Wind Response & Reclamation, North Wind Site Services was the North Wind Group company primarily tasked with oil and gas well remediation. The staff of North Wind Site Services will supplement North Wind Response & Reclamation with subject matter expertise and lessons learned on their many years of experience performing administrative services similar to the MERP grant requirements for mines, wells, and other below-surface industrial reclamation endeavors. Our sister company also stands ready to assist with the clean-up of fuel spills or other emergency response actions.

Network of Subcontractors

North Wind will also capitalize on our in-place relationships with contractors and vendors who are either local or have experience working in West Virginia to collect Methane Emissions Quantification (MEQ) data and assist in the design oil and gas well plugging and abandonment to aid in the scoring and selection of wells for plugging.

North Wind has an established relationship with *Plants & Goodwin (P&G)*, a Pennsylvania-based company that pioneered P&A services in the Northeastern US and has an operating facility in Buckhannon, WV. P&G has been North Wind's P&A subcontractor on several contracts with other state and federal agencies. Based on our strong partnership with P&G, North Wind will employ P&G's parent company, *Zefiro Methane Corp. (Zefiro)*, to collect MEQ data. Zefiro has developed a proprietary toolkit for methane abatement and is an originator of high-quality, US-based methane offsets.

Corporate Functional Support

Our team will be fully supported by North Wind's corporate functional departments including, for example, *Information Technology* to implement PRIMO software; *Communications* to help develop owner/operator, stakeholder, and public outreach programs and collateral; and *Estimating* to prepare realistic cost estimates for P&A of selected wells.

Among the key benefits that North Wind offers the State for this contract are our highly robust *Talent Acquisition* and *Subcontracting/Procurement* capabilities, which will help ensure that this contract is fully staffed with qualified, local personnel. North Wind's key functional capabilities at the corporate level are described in the following sections.

Talent Acquisition

North Wind offers the State one of the most robust small-business providers of personnel across the government-contracting spectrum. Our investment in staffing is equal to or better than most large businesses contractors.

During the last 5 years, the companies of the North Wind Group have recruited more than 3,000 staff for projects in 36 US states and territories. We also maintained an average 98% retention rate over the past 5 years. Also, in 2024, the North Wind Group received a “Hire Vets” Gold Medallion Award from the US Department of Labor for our commitment to and investment in hiring, retaining, and professionally developing US veterans.

In the past 5 years, the North Wind Group has recruited more than 3,000 staff for projects in 36 US states and territories.

North Wind’s corporate Human Resources offers the following capabilities:

- In-house recruitment team including a full-time Talent Acquisition Manager, 6 professional recruiters, and a Labor Relations Manager
- Tracking and management systems to accurately forecast staffing needs, including Integrated Project Team (IPT) meetings, project involvement, and client transparency with 15/30/60-day look-ahead planning
- Highly competitive salaries and excellent benefits through North Wind Group’s access to the lower-cost federal employee healthcare benefits program as an Alaskan Native Corporation
- In-place contracts with third-party staffing agencies
- Existing pool of broad resources including a database of more than 100,000 resumes and partnerships with universities, colleges, general industry, and federal agency programs
- Contractual agreements with Universities Research Association and Southeastern Universities Research Association, not-for-profit organizations that source technical professionals from over 90 universities
- User-friendly web portal for online screening, onboarding, training, and performance evaluation

Training

North Wind uses a systematic, cooperative, and proactive approach to personnel training that includes computer-based training, web/internet-based training, classrooms, and required readings. North Wind works with personnel to define initial and annual training requirements based upon job descriptions. All project staff, including management, have a personalized training curriculum that includes courses such as health and safety, security, business ethics, and cyber-security. North Wind also tracks and records required licenses and certifications for specialty services.

Subcontracting and Procurement

North Wind adheres to a stringent Procurement Policies and Procedures Manual for administering and controlling subcontractor work and material suppliers. Our procurement procedures ensure proper subcontractor and material supplier performance through effective supervision and direction by the project manager, site supervisor, and quality assurance personnel.

Our subcontract management and procurement process begins with a make/buy analysis to assess North Wind's ability to self-perform using qualified local operators and laborers. If a determination is made to procure services, we identify and prequalify subcontractors based on their proximity and resources. We issue Requests for Proposals (RFPs) that include flow-down provisions of contract clauses and client requirements to at least 3 potential subcontractors for each major definable feature of work to ensure adequate competition.

Following award, North Wind's standard operating procedures drive administration, monitor compliance, address corrective actions, and conduct performance review/closeout for all subcontracts. Subcontracted work receives a final inspection and acceptance evaluation; then, the subcontractor's final performance information is entered into North Wind's corporate purchasing database so that project managers and procurement specialists have ready access to information that will assist in future selection.

North Wind procures materials using Deltek Costpoint's Materials Module. We identify sources and establish timeframes for long-lead items and essential equipment and materials, which are factored into our schedule and approach. North Wind assigns an in-house procurement/logistics specialist to assist the project manager with the acquisition and control of purchases. Vendor-supplied equipment, materials, and supplies are tracked throughout the procurement process and inspected upon receipt to ensure they meet specifications. Our system allows for real-time procurement tracking, which links to Costpoint to record and monitor procurement payout and costs.

Equipment

North Wind uses several methods to ensure an uninterrupted supply of equipment and products on contracts. These include:

- Leveraging existing agreements with national suppliers maintained by all companies in the North Wind Group
- Bulk ordering of wholesale supplies
- Maintaining a nationwide database of suppliers
- Maintaining a database of pre-approved alternative products to preferred products
- Expediting approval and ordering systems
- Practicing efficient inventory control and planning for long lead times
- Entering into new purchasing agreements with major suppliers and distributors as needed

Project Controls

North Wind implements a variety of controls to ensure project success. We use procedures and

processes that ensure the integrity of information for timely, accurate, and informed decisions throughout the project's execution. North Wind's Project Controls system is comprised of procedures for:

- Controls
- Cost Estimating
- Project Execution Plans
- Risk Management
- Cost Accounting

We employ a systematic approach for integrating and measuring schedule, cost, and technical performance. North Wind uses state-of-the-art tools, systems, and software, including Primavera's P6 scheduling, Microsoft Project, Deltek's Costpoint cost accounting, InEight cost estimating, and Cobra reporting, to manage, control, and report on project schedule and cost performance against a defined Performance Measurement Baseline. North Wind combines the data created by these systems to construct standard monthly performance reports with applicable schedule, cost, and forecasted project completion performance data. All these data are used to provide early warning indicators if a project is trending off-track so that corrective actions can be implemented early enough to remedy the situation.

[Program Management and Oversight](#)

The North Wind organizational structure enables us to effectively manage our resources and empower our project team. Our program management approach features the following efficiencies:

- Project managers with direct experience in planning and executing similar projects. North Wind project managers have full authority and responsibility for management, safety, quality, execution, contract, and regulatory compliance; optimize performance through established controls and monitoring; manage activities to meet schedules and milestones; identify qualified personnel to conduct work activities; and communicate early and often with client representatives on project progress and issues or challenges that arise.
- Streamlined management with decision-making at the lowest level. This facilitates real-time issue resolution, expedites operating decisions, and eliminates layers of corporate management approvals.
- Integrated management and project teams that capitalize on the core competencies of the North Wind Group while effectively utilizing the specialized expertise of project teams
- Standardized planning documents and reporting templates that reduce the amount of time required for review and approval of deliverables
- Deep bench strength across the organization to supplement project team and ensure adequate resources
- Executive leadership from the corporate entity to assist in identifying and procuring resources and resolving issues, giving clients access to the highest levels of leadership

- H&S and quality personnel who report to corporate leadership, maintaining independence from project teams for objective analyses and continuous improvement

The pinnacle of North Wind's management authority is the company president and general manager, who is the corporate-level decision-maker responsible for complete customer satisfaction, quality of service, safety, and the successful execution of contracts. The company president's responsibilities are complemented by the North Wind Group's Chief Operations Officer (COO), who provides guidance to site project managers, oversees project compliance, coordinates corporate resources, and helps ensure successful contract performance. Interaction between the project site and corporate authorities occurs regularly during weekly operations meetings and quarterly site visits. These meetings ensure knowledgeable, relevant, and informed corporate oversight from the uppermost levels of the North Wind Group's corporate leadership.

For this contract, North Wind's company president *Grant F. Smith* will serve as Program Manager. Mr. Smith is a degreed Petroleum Engineer and a multi-faceted executive with more than 30 years of multinational energy industry experience in a variety of roles. As the primary decision-maker and ultimate authority, he will provide the keen oversight necessary to ensure that North Wind meets the State's program goals and objectives for MERP administration.

Mr. Smith has 10 years of experience coordinating and managing activities related to the plugging and abandonment of wells. He was a lead senior engineer for Marathon Oil Company where he and his engineering team designed and executed non-commercial well abandonment across the southern US. He was assigned engineering responsibilities for over 500 wells for production and completion of new wells, along with oversight of waterflood operations. This assignment included abandonment of non-commercial production/injection/SWD as well as failed completions.

Mr. Smith brings key, relevant experience from his time with Baker Hughes, for whom he served in an executive capacity across many business lines globally for this large oil field service company. For example, he was Vice President (VP) of global engineering, P&A business line, and western hemisphere drilling / completions / abandonment contracts within Integrated Operations. In this role, he managed large integrated projects across the Latin America Region, which delivered an onshore project that involved 2 rigs drilling deep complex wells, with a 10-member cross-functional team, which resulted in \$70M Application for Expenditure wells at 25.3% savings, exceeding the client's expectations. He also grew a major integrated offshore drilling project from 3 to 9 rigs by delivering over 85% of wells in nearly half the planned time and co-led a cross-functional team of 49 to deliver the projects with a perfect health and safety record. Finally, Mr. Smith led a new Integration Operations business unit, where he managed 121 employees in 3 different roles (Commercial, Engineering, and Operations) with 22 managed drilling rigs using teams of 1,200 personnel, including all contractor employees. His resume is provided in Attachment 3 to this proposal.



2.0 APPROACH AND METHODOLOGY TO GOALS AND OBJECTIVES



2.0 APPROACH & METHODOLOGY TO GOALS AND OBJECTIVES

2.0 APPROACH AND METHODOLOGY TO GOALS AND OBJECTIVES (RFP 4.2.1)

North Wind will develop a plan to support the State's budget for this program by getting as many wells as possible through the process as quickly as possible to make the best use of the available funds to plug wells. We will endeavor to ensure that we assist the State in maximizing its methane reduction and well closure count per dollar spent from the full MERP program.

2.1 MCW Nominating Process (RFP 4.2.1.1)

North Wind's goal to support the State's budget for this program will be to move as quickly and efficiently as possible to get MCWs nominated so that they are ready to be evaluated in the prioritization process. We will focus on the most populated counties first, followed by less populated counties. As shown in Figure 1, at the outset, North Wind will target the top 10 counties with the most wells producing less than 15 barrels of oil equipment per day (BOED) and operated by a large variety of companies. Focusing on regions with the largest number of wells and clustering wells in terms of location, well type, access, and site conditions will help ensure that North Wind maximizes the number of wells that can be plugged under the program. Furthermore, with this approach, North Wind will encourage large Owners/Operators with wider footprints across the State to nominate their MCWs in other, less populated counties.

Under our approach, we will take the 3 following, key steps to identify MCWs for nomination:

1. Gather intelligence regarding operators and wells from the West Virginia Department of Environmental Protection (Agency). This will high-grade North Wind's focus on the wells with the highest potential for methane emission as well as a top list of Owners/Operators most likely to sign up for the program.
2. Meet with the leadership of the top 10-25 operators in the select counties.
3. Work with the Agency to sponsor and lead meetings through local Society of Petroleum engineers (SPE) and American Petroleum Institute (API) meetings and town hall meetings to explain the program in detail and allow all attendees to ask questions for clarity. We will also make use of local news media and social media to aid in awareness.

North Wind's outreach will be tailored to ensure that Owners/Operators are made aware of and understand that this program will provide monetary assistance to plug and abandon their non-commercial wells and to remediate and reclaim their sites. We will clarify that the program is *not* intended to enable any government or oversight agency to levy any form of penalty for previous issues the sites may have had, such as leaks or spills.

In addition to mobilizing experienced Site Evaluation and Estimating professionals into the field, North Wind will hire local personnel in the oil and gas industry to help coordinate and deliver the message to local operating companies. Not only will this put local people to work for a company with excellent benefits, but it will reassure Owners/Operators that West Virginia residents support the program as constituents.

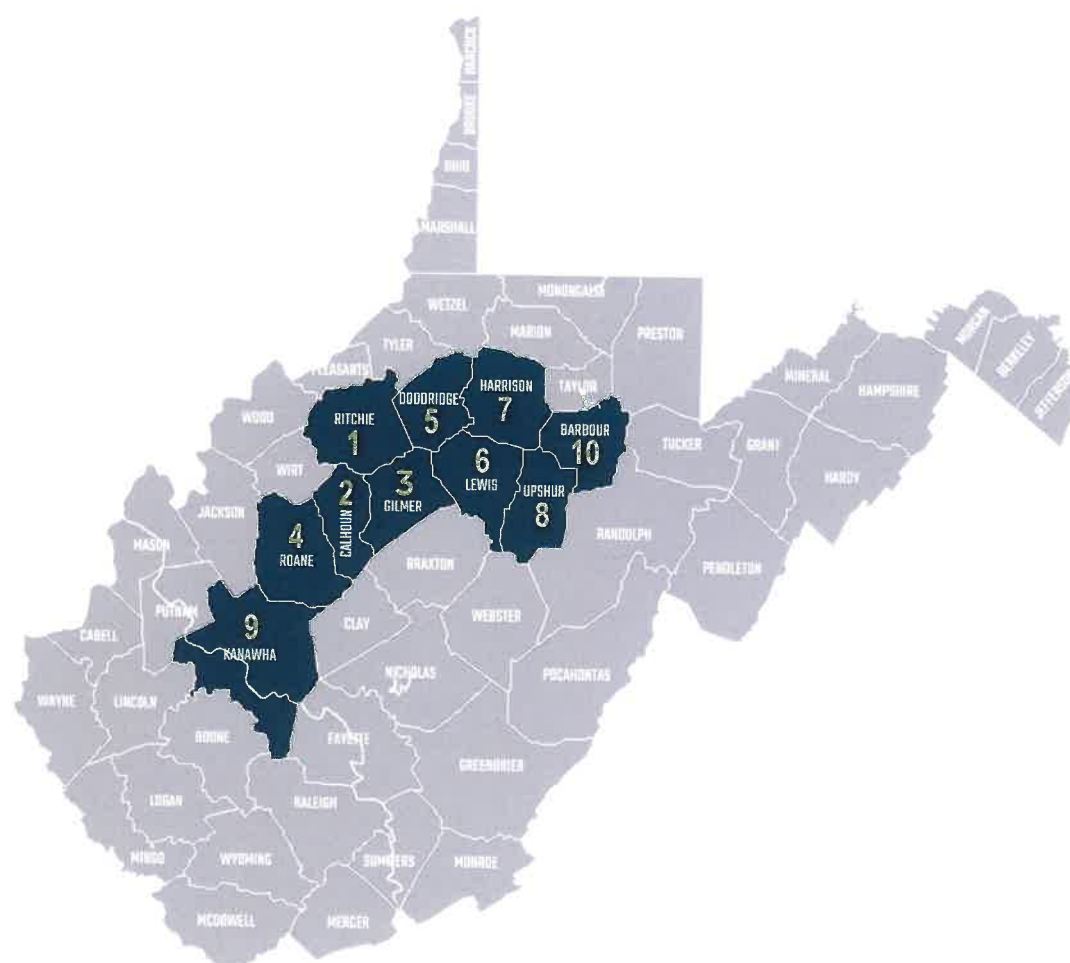


Figure 1. Top 10 counties to be targeted for the nominating process

County	Well Count	
	Summers	<15 BOE
Ritchie	5,807	3,923
Calhoun	2,969	2,307
Gilmer	3,352	2,208
Roane	2,541	1,950
Doddridge	4,404	1,841
Lewis	3,506	1,756
Harrison	3,679	1,562
Upshur	2,412	1,468
Kanawha	3,627	1,440
Barbour	2,151	1,331
Lincoln	2,516	1,223
Braxton	1,528	1,193
Clay	1,305	940
Wetzel	1,682	870
Pleasants	921	782
Wayne	1,149	562
Tyler	1,487	551
Marion	974	531
Wirt	627	528
Wood	527	472
Randolph	684	456
Taylor	598	436
McDowell	2,090	390
Wyoming	1,846	386
Cabell	521	351
Jackson	1,370	336
Putnam	895	335
Raleigh	745	317
Boone	1,172	300
Monongalia	578	280
Mingo	1,463	243
Logan	1,503	216
Nicholas	377	209
Fayette	547	207
Mason	241	157
Marshall	1,073	132
Preston	198	112
Mercer	272	73
Tucker	30	17
Webster	11	10
Grant	10	10
Mineral	8	8
Ohio	218	4
Hancock	4	4
Morgan	3	3
Pendleton	4	2
Brooke	169	1
Pocahontas	1	1
Summers	3	0
TOTAL	63,898	32,434

North Wind will work with the Agency to develop appropriate recognition and commendation of companies that choose to participate in this program, spotlighting their support for the critical objective of cleaning up West Virginia's air, land, and water.

2.1.1 Meaningful Engagement

North Wind has broad experience in performing owner and stakeholder outreach on current and previous contracts and has honed effective means of engaging with and educating project stakeholders. For example, on a long-term contract with FEMA to provide Flood Map Amendment Services, North Wind prepared and executed a communications plan to increase awareness and understanding of the program. The project team wrote and submitted articles to industry newsletters, presented on the program at national and regional conferences, hosted interactive webinars and workshops, prepared a comprehensive technical guide in electronic and downloadable PDF versions, developed an email list of licensed professionals who use the services to help the public file flood claims with FEMA, prepared email templates, and created informational flyers to email to the licensed professionals. These outreach efforts resulted in increasing the user pool by 14.4% over the most recent, 5-year contract duration.

Another example was our \$5.3M contract with the US Army Corps of Engineers, Alaska District, for the maintenance and replacement of water treatment systems and sampling of 80 groundwater monitoring wells and analyses for in Moose Creek, Alaska. North Wind's services were in support of a voluntary response by Eielson Air Force Base to address a Per- and polyfluoroalkyl substances (PFAS) groundwater contaminant plume extending from the base and impacting a residential community. More than 65 private drinking water wells tested in the community exceeded the current lifetime health advisory (LHA) for PFAS and for PFOS+PFOA. Between 2017 and 2020, North Wind coordinated and communicated with the more than 100 homeowners and tenants in this remote Alaskan community. The project team developed a database to track activities and owners, ensuring that systems were operating and that residents had a constant supply of safe drinking water. North Wind tracked the status of home ownership, tenant and property management; communicated extensively with homeowners and tenants; gained permission for access to each home 4 times per year; and handled repair call outs resulting from freezing pipes or system shutdowns. Project staff were in the community about 250 days per year to conduct long-term monitoring, repairs, and new system installations, logging more than 8,000 hours. North Wind engendered trust among homeowners and tenants and built an excellent rapport with the community. North Wind received "Exceptional" ratings for Quality, Schedule, and Management on the government's 2022 Contractor Performance Assessment Report (CPAR).

MERP Engagement Strategy and Process

For this MERP contract, building trust with oil and gas Owners/Operators is imperative, as is ensuring that we clearly educate them on the benefits of the program. Providing funding for the reduction of their asset retirement obligation will enable Owners/Operators to move liability dollars to asset dollars on their balance sheet. This immediately increases the value of their company for its owners.

Our Program Manager and Project Manager, both of whom have significant experience in the oil

and gas industry as well as in the West Virginia market, will spearhead engagement with Owners/Operators and other stakeholders. The Program Manager or Project Manager will initiate contact with listed Owners/Operators and then develop a “script” with talking points that can be used by Site Evaluators or others on the project team in follow-up communications to ensure that accurate information is being relayed. These will be tailored to gas or oil wells, as appropriate, because each well type has its own set of specific considerations.

North Wind will use a variety of tools including the following to engage with Owners/Operators and reach other stakeholders to nominate wells, such as:

- Pre-arranged, direct, in-person visits with all known Owners/Operators who have wells currently producing below the designated threshold
- Written and emailed correspondence including easy-to-understand information and Frequently Asked Questions (FAQs) about the program as well as nomination forms and/or a link or a QR code to online forms
- Follow-up telephone calls/reminders to Owners/Operators who haven’t responded within 30 days from the initial contact
- Announcements in trade publications and in local media including newspapers, radio, and local cable-access television
- Postings on electronic bulletin boards hosted by townships, towns, cities, and counties in target areas and on State and local government social media accounts
- Presentations at community town hall meetings and relevant organizational meetings such as SPE and API

North Wind will also work with the Agency to use all other means at the Agency’s disposal, including State websites, to engage with Owners/Operators and stakeholders and educate them on the goals of the program and the relevant factors for prioritizing wells. We will coordinate with the Agency regarding the following important program elements:

- General implementation of the MERP
- External communications
- Informational materials
- Public and media relations, including informational kits and assistance in responding to inquiries
- Leveraging the Agency’s website for MERP, including developing a description of the program, schedule and background, maps, FAQs, links to submit questions and comments, link to receive email notifications, and contacts for more information. All information will be Section 508-compliant or equivalent to ensure full accessibility for people with disabilities.
- Establishment of a dedicated email address to be monitored daily by North Wind’s

Project Manager and development of an email contact list that includes known Owners/Operators, local media outlets, trade publications, leadership of professional organizations, stakeholders collected from web inquiries or comments and town hall sign-up sheets, and tribal representatives, such as the Tribal Historic Preservation Officer

- Identification of cooperating agencies who may benefit from regular program updates or be invited to contribute or advise on the nominating process, such as the USFWS, WV Department of Arts, Culture & History, WV DOT, WV SHPO, and incorporated cities, towns, or other residential entities having jurisdiction over properties where MCWs are located

2.1.2 Process Development

Developing Target Areas

North Wind has mapped over a thousand abandoned mines and wells; therefore, we understand how important it is for the Agency to address as many of the public land areas as possible with the available budget. We have learned that careful planning and analysis is the key to efficient surveys.

For the MERP contract, North Wind will develop a detailed Data Collection Plan that includes the methods for collecting data, verification procedures, mechanisms for addressing gaps or inconsistencies, and data storage and management protocols.

Our GIS team will start by researching public information regarding wells and their Owners/Operators already available at the Agency's website. North Wind's project management team will also confer with rigging operators, civil contractors, and other contractors with whom we have business relationships in the State of WV to assist in confirming a reliable list of contacts at the Owner/Operating companies.

We will analyze the areas, estimated travel time, season of the year, terrain, and distance from towns for crew lodging. Prior to initiating the field campaign, we will conduct a desktop assessment of the project area using GIS. Historic and current aerial and satellite imagery as well as 1:24,000 US Geological Survey topographic maps will be employed during this assessment as the primary mechanisms for pinpointing mine sites and features.

In addition to pinpointing well sites during the desktop assessment, North Wind will delineate the best possible routes of entry and exit into project areas with consideration to land ownership variances. If routes to project sites require travel through private land and limited access areas, North Wind will work with the Agency to determine the best possible means for gaining permission and access to these locations.

Based on these data, we will create map books with multiple sections identified as target areas. Using pre-defined target areas is a proven, efficient way to deploy single or multiple field crews. For example, for an Abandoned Mine Land (AML) inventory in California, North Wind divided the sites into target areas, each within a two-hour driving distance of a town with lodging and emergency care access. The target were named after the town the field crew would use as their

base of operation. We considered access roads, cities, and towns with lodging for field crews, terrain, and slope that may take additional time to work on. See Figures 2 and 3, below. Upon award by the State, North Wind will develop a similar, comprehensive map book of well target areas based on terrain, weather, season, and location to further enhance the field work process.

Figure 3. Example of targeting areas based on driving distance and proximity to towns with medical and housing resources.

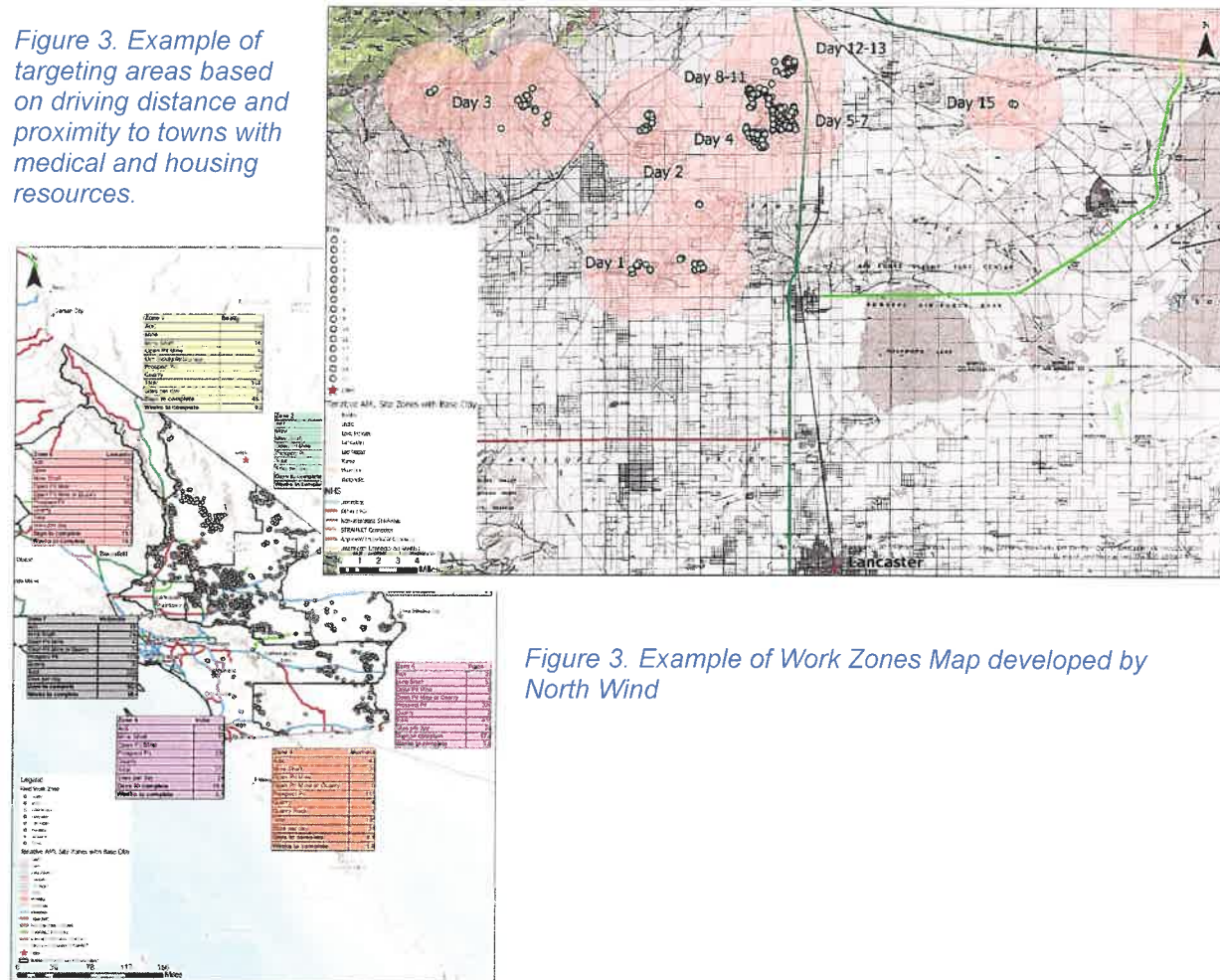


Figure 3. Example of Work Zones Map developed by North Wind

Not only will this mapping exercise enable our field crews to efficiently transition from site to site, our tools and training offer means to identify wells even in remote areas with decreased connectivity to satellites. Using these state-of-the-art tools will enable us to develop cost estimates that are more realistic than those of our competitors.

Gathering Information

North Wind's Project Manager and Site Evaluators will gather the following information on wells and sites through both desktop research and field survey:

- Confirmation of well ownership using state and county records
- Production trends with emphasis on current production rates to ensure the well is no longer economically via to the owner operator

- Basic well information:
 - Well histories to understand current well conditions and assist North Wind in developing general cost estimates to plug and abandon each well. Estimates will be included in the decision matrix to high-grade the final list of wells
 - Determining whether the well is active, shut-in, or temporarily abandoned
- Presence of facilities onsite and their condition
- Site conditions such as contaminated soils or erosion issues
- Site proximity to waterways, homes and public roads
- Legal and regulatory considerations

Our Project Manager and project field team will visually confirm site conditions and verify data using well work documentation or comparable information submitted by Owners/Operators to the State.

North Wind's Project Manager and Site Evaluators will also work with Owners/Operators to develop detailed lists of their onsite assets including tanks, treaters, artificial lift equipment, and tubulars. We will also specify how to dispose of the assets, such as cleaning and hauling to an equipment yard or removing for scrap or salvage.

As a longtime Federal contractor, North Wind will ensure that all processes and results are fully auditable by the US DOE.

These details will not only help inform the well nomination process but will also be rolled into the RFP recommendations to the Agency for closing the wells and sites under the second phase of the MERP. As a longtime Federal contractor, North Wind will work with the State to ensure that all processes and results are fully auditable by the US Department of Energy.

North Wind will also design the remediation and reclamation plans to the landowner's and Agency's expectations. In addition to working with Owners/Operators, North Wind has a proven track record of working successfully with landowners and other stakeholders across the United States. For example, on a contract with the state of Montana, North Wind consults with landowners to coordinate project schedules so that well-plugging activities do not interfere with planting or harvesting crops or interfering with calving season. North Wind also consults with landowners on preferred seed mixtures to use when reclaiming well locations. Please see *Section 4. Qualifications and Experience* of this proposal for more details on North Wind's previous, similar experience in successfully engaging landowners. We will use our experience to successfully engage not only with Owners/Operators but also with landowners and other stakeholders on the State's MERP.

2.1.3 Nomination Window

North Wind's key objective for this MERP contract will be to move as efficiently as possible through the nominating process. To that end, we will take the 5 major steps described in Figure 4, on the following page, to open and close a nominating window during which owners/operators

of MCWs or other stakeholders may proposed wells for plugging under the MERP.

Nominations from Other Stakeholders

When engaging with the general public, whether through the media or at in-person events, North Wind will make clear that site nominations can be made by anyone, regardless of whether they own or operate wells. We will target landowners who have wells, facilities, and/or lease roads on their property or where the wellhead gas furnishes a natural gas source for their property. We will also engage other stakeholders with a potential interest in nominating wells for plugging, including:

- Environmental groups: Organizations concerned with environmental protection and water quality.
- Community groups: Local residents and organizations concerned about the potential impacts of abandoned wells on their community.
- Academic institutions: Researchers and academics with expertise in environmental science, geology, or related fields.
- Indigenous communities: If applicable, tribal governments and organizations representing the interests of indigenous communities.

North Wind's Communication Specialist will prepare a comprehensive Stakeholder Engagement Plan that outlines strategies for actively soliciting nominations from a variety of stakeholders via such means as public relations and/or media campaigns and public meetings such as townhalls.

We will prepare nomination forms in both hardcopy and electronic formats so that Owners/Operators and other stakeholders can submit their nominations via US Postal Service, at public meetings, via email, or at the MERP website to be developed by North Wind in collaboration with the Agency.

Based on the reasons and impacts provided by landowners or other stakeholders, North Wind will place the well on the priority list to be discussed with the Owner/Operator. We will make a point of following up with everyone who nominated a site to inform them of the successful nomination or the reason(s) their nomination did not make the final list. North Wind will ensure that Owners/Operators and other stakeholders are made aware that we carefully considered and valued their input.

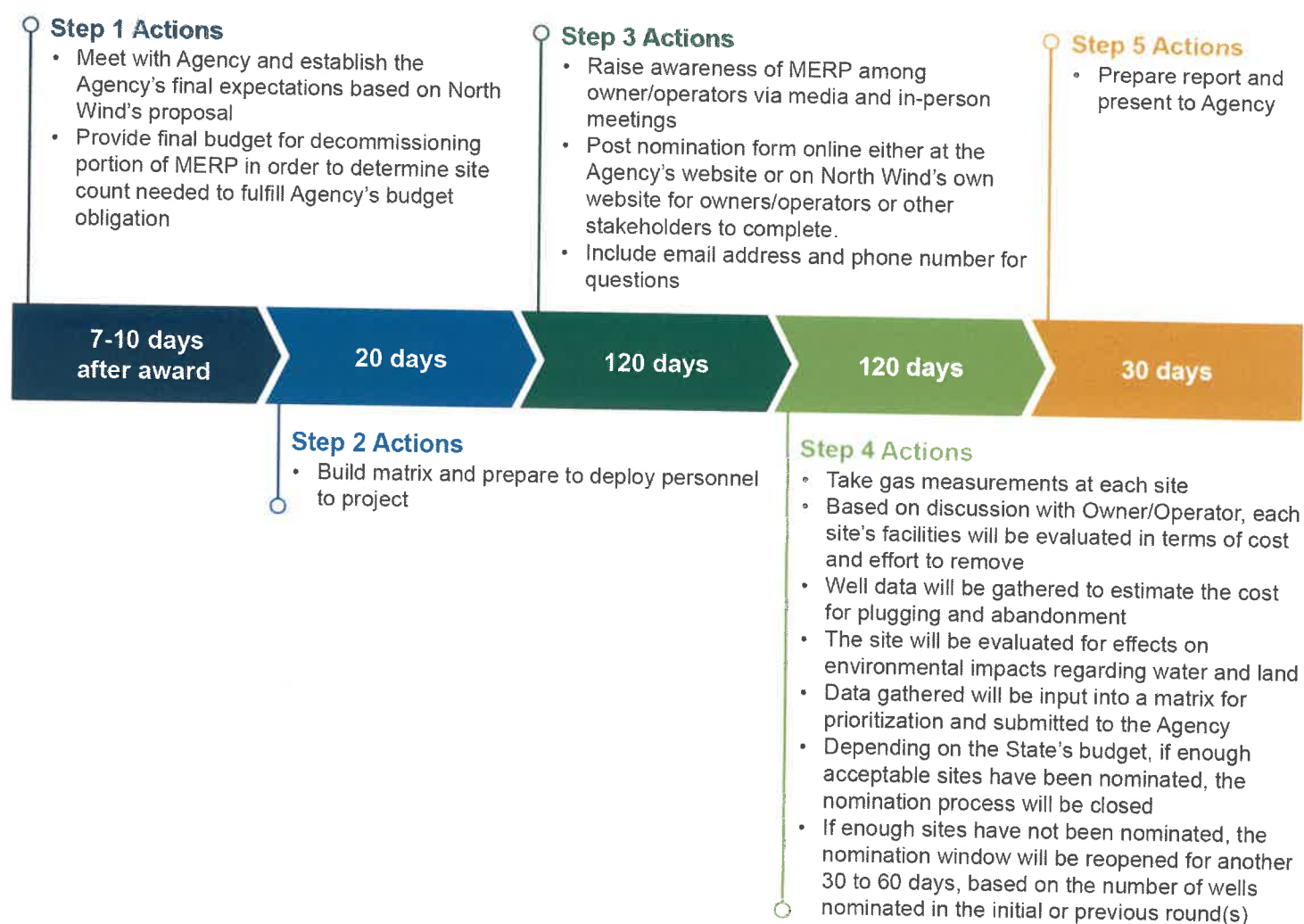


Figure 4. Steps for opening and closing well nomination window

2.2 MEQ Data (RFP 4.2.1.2)

North Wind will subcontract with *Zefiro Methane Corp. (Zefiro)* to collect quantified methane emission data from each nominated well.

North Wind obtained detailed technical proposals from both Zefiro and Well Done Foundation. The methods used by both companies are very similar; however, Zefiro's cost is much more economical than Well Done Foundation. After performing a thorough cost/benefit analysis, North Wind determined that using Zefiro would enable us to potentially test twice the number of wells for the same cost as Well Done Foundation, thereby making better use of the State's funding for this program.

In collaboration with Zefiro, we propose the following methodology to measure methane.

2.2.1 Pre-Plugging

Zefiro will use a 2-pronged screening and measurement process, whereby Zefiro conducts binary detection to determine a *yes/no* methane response on the wellhead and all associated surface installment and identify any methane leak sources. Then, a 2-person QMS team will conduct quantification using a direct measurement device and a measurement method that meets or exceeds DOE guidance "Methane Measurement Guidelines for Marginal Conventional Wells." U.S. Department of Energy. Version 1, April 17, 2024, as mandated by the State's RFP.

2.2.2 Post-Plugging

Zefiro utilizes ACR-standard post-measurement protocol. Zefiro will use a methane detector to screen the ground surface and any portion of the plugged well casing that remains above grade after plugging. For buried wells, Zefiro will measure a surface area of 1 square meter (1 m²) above the wellhead. The detector will be a handheld methane sensor with a lower detection limit of 1 ppm methane or less. Zefiro will place equipment within 5 centimeters (5 cm) of the ground and/or well casing.

Zefiro will screen each area requiring screening for at least 5 minutes. If a methane concentration exceeding 2 ppm above background is detected, Zefiro will measure the methane emissions rate in accordance with the approved Methane Measurement Method Approval Form. The methane emission rate, corrected for pressure and temperature, and measured directly or calculated from simultaneously measured methane concentration and well gas flow rate, will not exceed 1.0 gram per hour (g/hr).

For both pre- and post-plugging readings, Zefiro uses weekly QA/QC protocol to randomly select a minimum of 5% of scheduled weekly sites and conduct a same-day, second screening / measurement pass.

Because quantification devices do not perform well in rain or fog and in accordance with DOI guidance, Zefiro will not conduct field work during non-frozen precipitation weather events. High humidity or moisture is problematic for readings, skews data, and can damage devices.

2.2.3 Qualifications of Measurement Specialists

All Zefiro field personnel meet or exceed the following requirements:

- Safety training including, but not limited to, H2S, OSHA40, and HAZWOPER
- Minimum 20 hours field training on specified equipment by equipment manufacturers and/or distributors
- Minimum 480 hours field experience in screening, measurement, and quantification in accordance with US DOE National Energy Technology Laboratory (NETL) standards

Attachment 3 of this proposal includes a resume and certification for Scott Motter, a Zefiro Qualified Measurement Specialist (QMS), as an example of the qualifications of a field technician who would be assigned to this project.

2.2.4 Measurement Instrumentation and Methodological Approaches

Immediately preceding or concurrent with each pre-plugging or post-plugging measurement, the 2-person Zefiro QMS team will record background levels of methane from a distance of 10-15 feet upwind (the current direction from which wind is blowing) of the well location. This measurement will be taken with the same sampling device as the well measurement.

Enclosure Method

After a well is identified, the baseline measurement process will involve tenting the structure to capture all leak sources in and around the wellbore. Zefiro will place an exhaust outlet on the back side of the tenting (away from the wind direction) approximately 6-12 inches below the absolute top of the tenting.

Zefiro intends to use the *Semtech® Hi-Flow 2 Fugitive Methane Sampler* to measure methane. Zefiro will connect the inlet end of the Hi-Flow Sampler to the exhaust outlet with support so that it can run in place to obtain a minimum, 30-minute stabilized reading. The QMS will monitor the Hi-Flow Sampler during operation.

After the necessary data are obtained, Zefiro will remove the tenting and ensure that Zefiro leave the site in the same condition it was prior to testing. Figure 5 shows an external and internal view of Zefiro's methane measurement setup.

Proposed Measurement Equipment and Calibration Schedules

Screening/Binary Detection

To detect leaks, Zefiro will use a laser-based *Remote Methane Leak Detector – Complete Solution (RMLD-CS)* handheld unit. Zefiro will also utilize an Optical Gas Imaging (OGI) camera to detect and document methane-leak plumes.

Quantification Measurement

As noted, Zefiro will use the Semtech Hi-Flow 2 Sampler, as shown in Figure 6, below, for methane quantification measurement. The Hi-Flow 2 uses Tunable Laser Absorption Spectroscopy (TDLAS) to accurately measure fugitive methane with direct quantification of leaks in the range of 0.001-25 cubic feet per minute (CFM), with accuracy better than 5%. This

device uses flow and gas sensing technologies that are integrated into a handheld unit for accurate measurement. Sensitivity down to 1 gram/hour readings are achieved with this equipment, which exceeds DOE guidelines.

Zefiro will calibrate all field-operated Hi-Flow Samplers according to the following schedule:

- 1) Annual calibration conducted at the manufacturer that provides a linearity calibration and is valid for the following year of operation.
- 2) Weekly “Bump” tests, a qualitative function check in which a challenge gas, in this case methane, is passed through the sampler at a concentration and exposure time sufficient to document that the device is operating within acceptable calibration limits. Tests for each device are documented in a data file generated by that device and maintained in Zefiro’s data management system for recordkeeping purposes.

2.2.5 Data Reporting Elements

For every site visit, Zefiro will capture, record, and report on the following data:

- General
 - AVO inspection report
 - Visual documentation
 - Site photograph documentation
 - OGI camera methane documentation

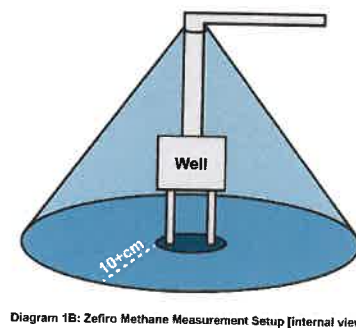
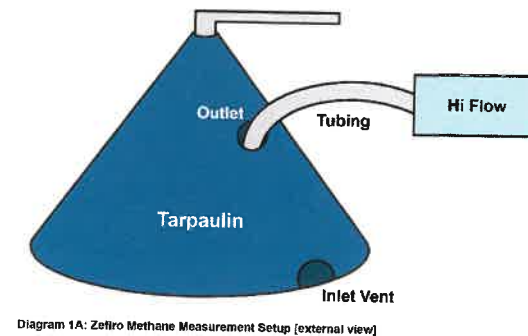


Figure 5. external and internal view of Zefiro's methane measurement setup



Figure 6. The Semtech Hi-Flow 2 Sampler measurement and control module

- Weather/environmental conditions
 - Wind speed/direction
 - Temperature
 - Cloud cover
 - Barometric pressure
 - Humidity
 - General weather description
- Binary detection results
 - RMLD-CS PPM Data
 - OGI site images (mapping image plumes, if any)
 - Field Report
- Quantification Measurement
 - Visual documentation of testing setup
 - Hi-Flow 2 data file
 - Analyzed Hi Flow 2 data file with final outputs
 - Field Report

2.2.6 Timeline

North Wind estimates that pre-plugging MEQ work will take approximately 3-6 months, depending on time of year when project work is conducted. We estimate that post-plugging MEQ work for each well will conclude within 30 days of completing plugging and restoration work.

2.3 MCW Prioritization/Prioritized Well List (RFP 4.2.1.3)

North Wind's proposed management team for this contract has daily, hands-on experience in prioritization based on an established set of criteria. For example, North Wind's management team evaluates risk for every project. When responding to an RFP, our capture and project management teams evaluate the opportunity using 2 sets of criteria: 1) objective and 2) subjective. Objective criteria include the business line, contract value, contract type, period of performance, and North Wind's history with the client. Subjective criteria include potential challenges such as North Wind's previous experience working with the client, weather, location, schedule, scope, qualifications and availability of project manager and other key personnel, and complexity of project. North Wind's management team assigns each criterion a score from 1 (low) to 5 (high) and produces a total combined score. This methodology helps ensure that we fully evaluate every opportunity and assign resources accordingly.

Based on experience, our project management team for the WV MERP will be able to give valuable inputs to the Agency and CBC when developing the well prioritization model and will be able to effectively use the model to prioritize nominated MCWs for plugging.

We anticipate that the MERP matrix will consider the following criteria for each MCW nominated:

1. Well ownership, including number of other wells owned by same operating company that meet the minimum barrels per day production threshold (which may incentivize participation in the MERP)
2. Quantity of gas (VOCs) being admitted to the atmosphere
3. Access, including level of complexity and estimated cost to facilitate or improve
4. Identifiable hazards to the public, community, watershed, wildlife, and vegetation
5. Proximity to watersheds, public water resources, powerlines, below-ground and overhead utilities and septic systems
6. Potential for surficial and subsurface contamination
7. Proximity to public roads and traffic density (with attention to speed, turns, and blind hills), railways, buildings and structures
8. Biological impacts such as trees at site requiring consideration due to bat laws and/or owl presence
9. Historical, cultural, or archaeological impacts, including to Tribal ancestral lands
10. Downhole wellhead complexity
11. Seasonal weather considerations
12. Preliminary estimated cost to decommission
13. Other criteria based on well types after the full site roster is established

Therefore, as an example, a weighted matrix for well nominations may take a form similar to that shown in Figure 7, below:

CRITERIA	VALUE (%)	SCORE				
		1 (LOW)	2 (MED-LOW)	3 (MEDIUM)	4 (MED-HIGH)	5 (HIGH)
Methane level	60	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proximity to humans	10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proximity to water/flora/fauna	10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other contaminants such as crude oil	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost to plug well	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost to remove facilities	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost to remediate/reclaim site	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Figure 7. Example of weighted matrix for evaluating well nominations

North Wind understands that it is the responsibility of the CBC to develop the well prioritization model. North Wind further understands that the intent of the MERP is to reduce the largest amount of air pollution per dollar spent. Because these are public monies, costs must be balanced against the potential for local exposures to humans, livestock, homes, and property. North Wind has a highly experienced Estimating Department that will fully evaluate the costs to decommission each site and make recommendations that will inform our prioritized list.

2.3.1 Data Entry

North Wind's Project Manager and Site Evaluators will gather data regarding nominated MWCs and enter into our own GIS database tailored for this program. Our proposed Data Clerk, Kyira Lang, will coordinate and consolidate all key well nomination data and, under the direction of our Project Manager, will enter all scored prioritization criteria for each nominated MCW into the Agency's PRIMO software. The Program Manager and/or Project Manager will have access to PRIMO; to ensure the accuracy of data, both managers will review a set percentage of entries on a weekly basis as a quality check.

The North Wind project team will receive support in the use and application of the PRIMO software system from the North Wind Group's Information Technology (IT) Department. Our 21-person IT Department provides support for North Wind projects and contracts as well as for corporate employees. They assist with computer upgrades, software installation and updates, drive migration, and cloud-based applications including SharePoint, Computerized Maintenance Management Systems (CMMS), and File Transfer Protocols (FTP). They also offer cybersecurity awareness, telework support, Zoom resources, and Microsoft Teams training.

2.4 Ancillary Permit Activity (RFP 4.2.1.4)

North Wind recognizes that any Owner/Operator enlisted into the program will be responsible for obtaining their own well-plugging permit with the state of West Virginia. We will assist Owners/Operators in identifying other possible permitting requirements as described in this section.

North Wind will identify and assess "Action Areas" by location and proximity to watersheds, public water resources, powerlines, below-ground and overhead utilities and septic systems, public roads and traffic density (attention to speed, turns, and blind hills), railways, buildings and structures, and trees that would need consideration due to bat laws or owl presence.

"Areas of Potential Effects" will be defined by any identifiable hazards to the public, community, watershed, wildlife and vegetation and the potential for surficial and subsurface contamination. After GIS analyses have been completed and site evaluations compiled, North Wind will deploy the appropriate services and surveyors to verify any potential effects to wildlife, waterways, and utilities. In addition, North Wind will evaluate sites for the potential to require confined space permits and asbestos sampling.

These considerations will be factored into the weighted matrix for scoring along with methane determinations, site and downhole well complexity, and cost.

2.4.1 Defining Project Areas for Jurisdiction

Upon gathering GPS coordinates, North Wind's Project Manager and project team will overlay well location points into an ArcGIS shapefile along with online databases such as:

- Endangered and Threatened Wildlife and Plants (ESA)
- National Register of Historic Places and the regulations under the National Historic Preservation Act (NHPA)
- US Fish and Wildlife Service's (USFWS') Information for Planning and Consulting (IPaC) register to identify any protected or otherwise trout-containing waterways
- US Geological Survey's water data to identify proximity to various streams, lakes, waterbodies as well as the potential for flooding
- Tribal Directory Assessment Tool (TDAT) to generate any potential local tribal community representatives
- WV State Historic Preservation Office's Interactive Map Viewer to assess protected land resources or structures
- WV DEP's extensive database of GIS resources

Communication Strategy

North Wind's project managers and environmental professionals regularly consult with the US EPA and other federal and state agencies to obtain required permits and adhere to applicable regulations on projects. We retain several in-house environmental regulations experts who have special expertise in implementing the EPA's Data Quality Objectives (DQO) process for the resource-effective acquisition of environmental data and in performing regulatory reviews, risk assessments, modeling, sampling and analysis, and screening.

As part of our Project Manager's and Site Evaluators' desktop and field surveys of potential MCWs for nomination to the State's MERP, we will flag potential environmental, biological, historical, cultural, or archaeological considerations that may require permits for further review by North Wind's assigned Biologist, NEPA SME, and Archaeologist.

Based on the information provided by our in-house consultants, the Site Evaluator or Project Manager will discuss the potential for permits and the process for obtaining permits with Owners/Operators during the nomination process. We will prepare a summary report for each well that describes our findings and details our consultation with the Owner/Operator, which we will submit to the State. North Wind will also flag the possibility of required permits for each well identified in the prioritized list of MCWs that we submit to the State for approval.

2.4.2 Action Areas

North Wind's biologists have delineated Action Areas and prepared Section 7 consultation materials for many clients in the eastern US, including, for example, the Georgia Army National Guard at 3 different sites in that state.

North Wind's degreed biologists with expertise in performing Biological Assessments for species that are federally listed under the Endangered Species Act (ESA) will conduct biological studies and prepare reports for defined areas of oil and gas development (aka "Action Areas"), including roads, drill pads, and associated facilities.

We will initially obtain species lists for potential closure locations from the USFWS IPaC database. This database will identify ESA-listed species that may occur on or in the vicinity of each well location. Our biologists will also review aerial imagery to determine current land cover conditions and identify potentially suitable habitat for listed species within the Action Area.

Based on the results of the initial desktop survey and proposed closure protocols and extent for each site, our biologists will make initial site-specific determinations of effect. We will prepare a technical memorandum summarizing our determinations and recommendations for each well location. A "no-effect" determination (i.e., no listed resources will be exposed to action and its environmental consequences) would not require USFWS concurrence.

In the event that potential impacts to ESA-listed species ("may affect, but not likely to adversely affect" or "may affect, likely to adversely affect") are identified for a site or sites, North Wind will prepare required documents and guide Section 7 consultation between the State of West Virginia and the USFWS.

North Wind will conduct species-specific onsite protocol surveys as required on a site-by-site basis to obtain additional habitat information or evidence of the presence of listed species. We anticipate that most sites will not require surveys due to their disturbed nature.

2.4.3 Areas of Potential Effects

North Wind has an in-house Cultural Resource Group with significant experience in cultural resources, Section 106 projects, and NHPA reviews in the State of West Virginia. North Wind recently completed a background literature review and Phase I archaeological survey for a project near Wheeling, WV and a project for the National Park Service in the New River Gorge National Park and Preserve. These projects entailed NHPA reviews to satisfy Section 106 requirements.

Our proposed Lead Archaeologist for this project, Emmett Brown, *RPA, PhD/ABD, Anthropology*, has conducted NHPA reviews and archaeological investigations throughout the State of West Virginia. His past experience includes archaeological investigations in the coalfield region as well as projects near the towns of Hinton, Moorefield, Parkersburg, Ghent, Charleston, and Bluefield.

Prior to any well-plugging activities, North Wind will develop 2, project-related documents to define and identify Areas of Potential Effects (APEs):

1. A *desktop report* that will incorporate research of historic maps and the online database maintained by the West Virginia Department of Arts, Culture & History. We will also include previously conducted informant interviews when available. The desktop report will indicate prior archaeological surveys, previously identified archaeological sites, any

culturally significant areas, the presence of cemeteries, and any areas of high potential for archaeological sites at the abandoned well and within a 1-mile radius of the abandoned well. If our background research shows sensitive cultural areas or sensitive archaeological sites, North Wind will consult with the West Virginia Department of Arts, Culture & History on the best practice to protect these sites without disseminating locational information.

2. To ensure that unique cultural features like rock piles, rock cairns, cemeteries, and unmarked grave depressions are left undisturbed during the well plugging process, North Wind will produce a *reference /photo guide* in PowerPoint that will be distributed to each MCW well plugging crew. The MCW well plugging crew will use this reference to identify and avoid archaeological features during their work at individual well locations. Archaeological features could be located at the well locations or on the periphery of well locations. We anticipate that ground disturbance from well plugging crews will only occur in previously disturbed areas.

As an option, North Wind proposes developing a Programmatic Agreement (PA) with the State of West Virginia and the appropriate federal agency or agencies. A PA would streamline the process needed to satisfy NHPA and Section 106 requirements across multiple well sites with different owners/operators. Because MERP will involve numerous private owners/operators of wells with differing permitting requirements, a PA would eliminate the needs to determine the specific permitting requirements for any given well. A PA would also enable North Wind to present a single process to all private Owners/Operators for every well nominated.

2.4.4 Tribal Consultation

North Wind will consult with the State of West Virginia and appropriate federal agencies to develop a list of Native American Nations for consultation. Any inclusion of Native American Nations that are not federally recognized will be at the discretion of the State. North Wind will use the Tribal Directory Assessment Tool (TDAT) to generate any potential local tribal community representatives. North Wind will prepare and send consultation letters to each Native American Tribal Historic Preservation Officer (THPO). Consultation letters will describe the project, project location(s), and any concerns with cultural resources.

North Wind will develop a comment matrix to organize and track comments from THPOs and make the matrix available to the State of West Virginia to ensure that comments are adequately addressed. We will report any subsequent requests by Native American Nations for government-to-government consultations to the Agency.

At the conclusion of the project, North Wind will submit a report that details the consultation process, comments, and any actions taken during the life of the project.

2.5 Timeline for All Project Activities

North Wind's proposed timeline to achieve the State's goals and objectives for the MERP is shown in the schedule provided in Figure 8.

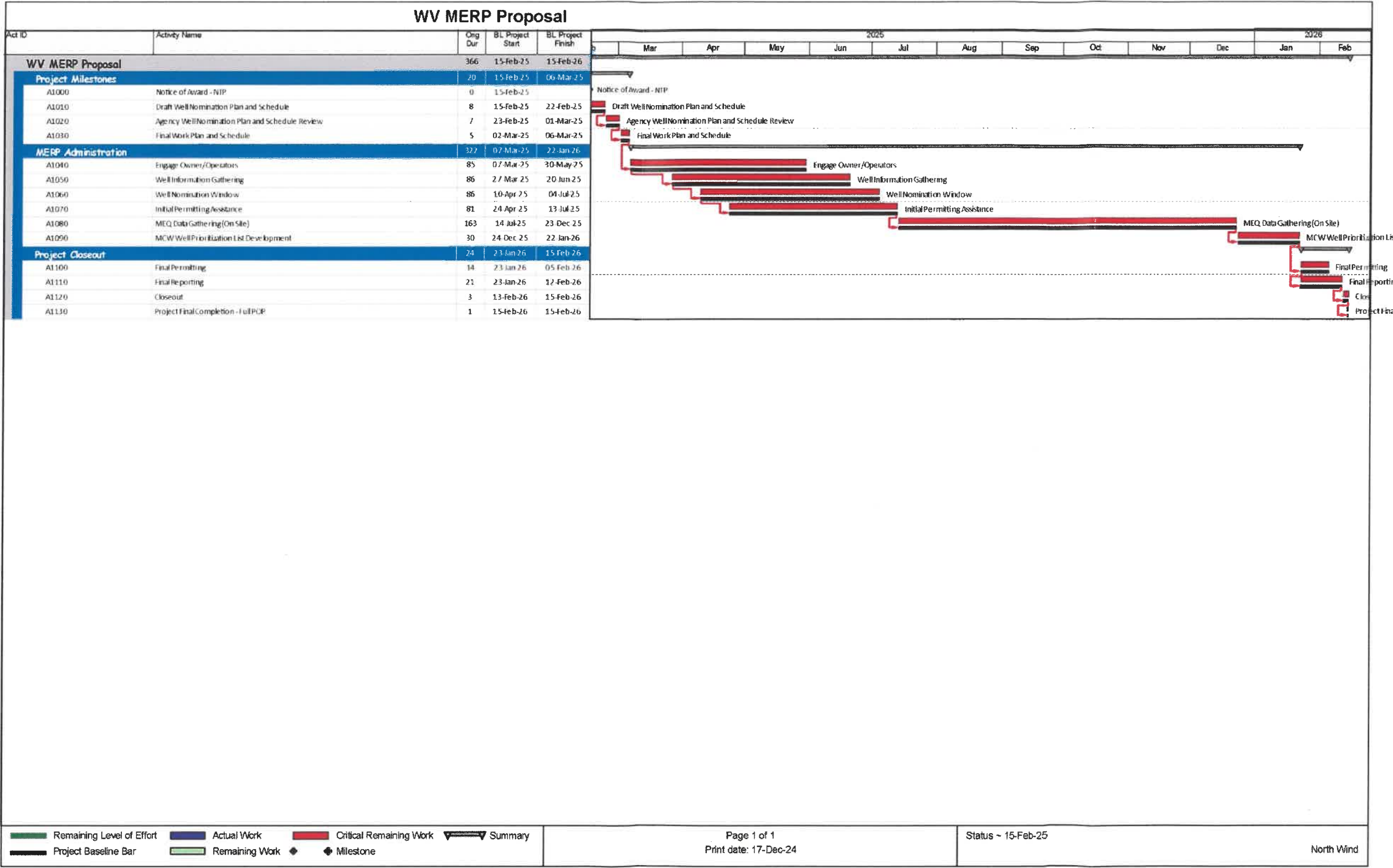


Figure 8. Timeline for achieving Agency's goals and objectives



3.0 MANDATORY PROJECT REQUIREMENTS



3.0 MANDATORY PROJECT REQUIREMENTS

3.0 MANDATORY PROJECT REQUIREMENTS (RFP 4.2.2)

3.1 Technical Progress and Financial Reports (RFP 4.2.2.1)

3.1.1 Technical Reporting

As noted in the introduction to our proposal, North Wind uses an in-house Project Controls System for integrating and measuring schedule, cost, and technical performance. The Project Controls Department uses Primavera's P6 scheduling, Microsoft Project, Deltek's Costpoint cost accounting, InEight cost estimating, and Cobra reporting to manage, control, and report on project schedule and cost performance against a defined Performance Measurement Baseline.

North Wind combines the data created by these systems to construct standard monthly performance reports with applicable schedule, cost, and forecasted project completion performance data, including monthly project activities. In the case of the MERP contract, monthly activity detail may include the number of Owners/Operators contacted, number and location of MCWs evaluated, number of MCWs tested for MEQ, biological or archaeological issues encountered, and details supporting billable hours, such as hours spent on field survey, desktop research, or public meeting coordination/attendance. Prior to submitting the technical report to the Agency within 5 days after the last day of the monthly reporting period, our Program Manager will analyze performance data for warning indicators if the project is trending off-track so that corrective actions can be implemented early enough to remedy the situation.

In addition, the Agency will benefit from North Wind's in-house Technical Publications Department to support the preparation of high-quality deliverables such as the monthly technical progress reports and detailed financial reports. Our experience with numerous federal and state agencies has given us the expertise to generate high-quality reports with technical defensibility, conciseness, substance, and style while working hand-in-hand with client reviewers to ensure prompt review and approval of project submittals. We have skilled staff, in-house production capabilities, and State-specific document experience necessary to achieve this objective.

Under North Wind's rigorous QA processes, we will submit high-quality project deliverables that meet the State's expectations. Every deliverable will be prepared by subject matter experts and reviewed by independent technical reviewers and editors prior to submittal. We will use our document production team, which includes technical editing and formatting experts, to publish the final documents and ensure compliance with the State's requirements.

3.1.2 Financial Reporting

Similarly, the State will benefit from North Wind's sophisticated cost-accounting system for detailed and accurate financial reporting. North Wind's Defense Contract Audit Agency (DCAA)-approved accounting system is considered top-tier in the industry. North Wind's finance and accounting department employs 24 corporate accountants, billing clerks, financial analysts, payroll specialists/administrators, and managers. They are trained in North Wind accounting guides and attendant accounting policies, procedures, and forms including cost allowability, credit card agreements, and business expenses.

Our accounting system has at its core Deltek's Costpoint, an accounting/project cost computer software system. Costpoint was developed specifically for, and is used extensively by, government contractors for recording and cumulating costs on cost-plus, time-and-materials, and firm-fixed-price contracts. Our strict internal controls ensure accurate reporting of incurred costs in the following Costpoint modules:

- Accounting: general ledger, accounts payable, accounts receivable, and cash management
- Projects: project setup, project budgeting, cost and revenue processing, billing, and inter-company work orders
- People: employee setup, labor, leave, payroll, and benefits

To record labor hours, North Wind uses Deltek's Time and Expense computer software, an electronic timekeeping system developed for government contractors. These systems, policies, procedures, and internal controls function together to ensure that our clients are appropriately billed for all allowable direct and indirect contract costs.

For the MERP contract, in addition to providing the requisite detail of billable hours, number of wells evaluated, number of wells pre-tested for methane, and other pertinent metrics, North Wind will provide a monthly spent-to-date value and track the remaining contract value to assure that spending aligns with the State's budget.

3.2 Attendance at CBC Meetings (RFP 4.2.2.2)

North Wind staff routinely attend virtual meetings on Zoom, Teams, and other platforms. Our in-house IT Department ensures that every employee has the necessary connectivity to access virtual meeting platforms on their desktop, laptop, tablet, or smartphone in the office, in the field, or at home. North Wind's Program Manager and Project Manager will confirm scheduling arrangements to ensure that all key staff are available to attend CBC meetings either virtually or in person and will record meeting attendance in our monthly reports to the Agency. North Wind has accounted for travel costs associated with meeting attendance in Line Item 1 of our cost proposal.



4.0 QUALIFICATIONS AND EXPERIENCE



4.0 QUALIFICATIONS AND EXPERIENCE

4.0 QUALIFICATIONS AND EXPERIENCE (RFP 4.3)

As noted in the introduction to this proposal, North Wind has been awarded 13 P&A well contracts in 8 different states and has closed more than 110 wells. All projects have included site assessments/access, coordination with the landowner and customer, P&A design and execution, and site remediation/ reclamation. We also arranged for methane testing when required.

Our P&A experience includes our recent \$2.5M prime contract with the State of West Virginia for Multi-Well Federal Plugging in Region VIII. This project covered a vast area encompassing 39 counties, within which we successfully identified and prioritized 20 wells located on public lands, including wildlife management areas, state forests, state parks, and county parks. North Wind performed well location, identification, inspection, evaluation, and prioritization as well as permitting, plugging, progress reporting, and reclamation. Our work has given North Wind a firsthand understanding of the State's oil and gas market, geography and terrain, and laws and regulations.

Based on our experience, we have developed a streamlined staffing plan that capitalizes on the experience and strengths of many of the same North Wind personnel who have performed on other P&A contracts. Our proposed organization chart for the MERP contract is presented in Figure 9.

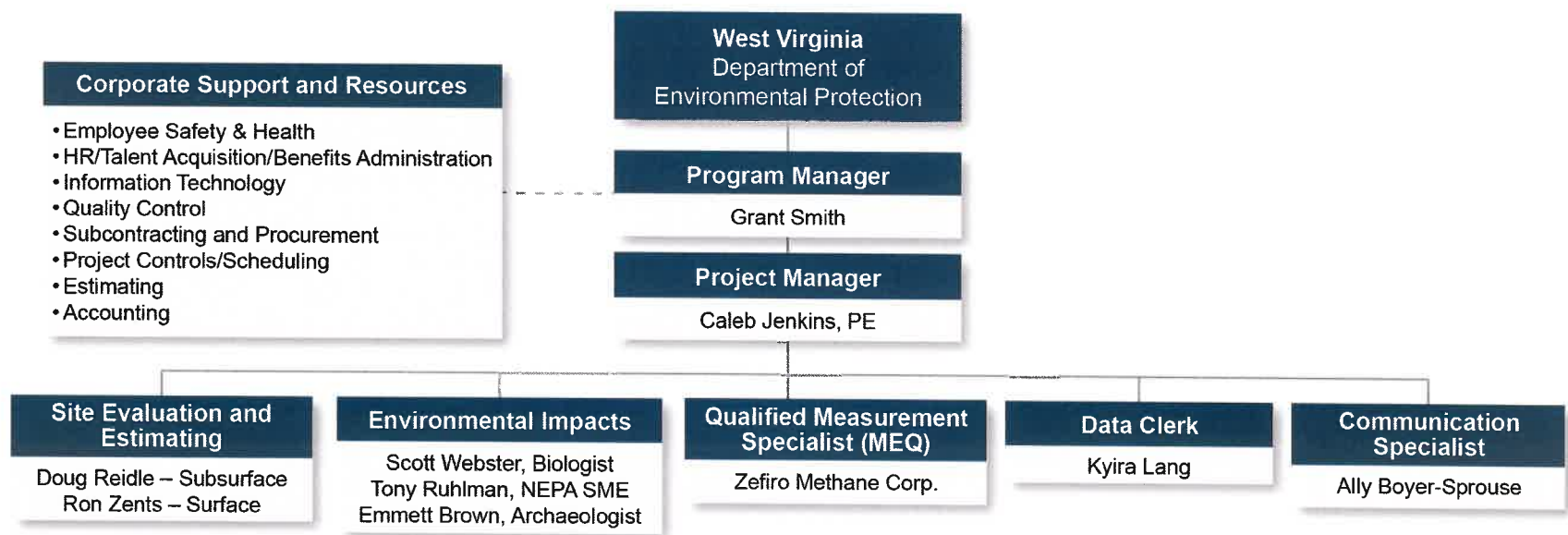


Figure 9. Project organization chart

4.1 Qualification and Experience Information (RFP 4.3.1)

4.1.1 Oil and Gas Industry Project Management Experience (RFP 4.3.1.1)

Oil and Gas Plugging

As noted above, North Wind has provided project management for well P&A services to the states of West Virginia, Montana, and New York as well as for the Bureau of Land Management and National Park Service, among others. Our full-service project management services include robust safety, quality, and regulatory-compliance components. Below are recent examples of similar well P&A projects North Wind has performed within the previous 5 years:

1. MULTI-WELL FEDERAL PLUGGING CONTRACT REGION VIII (8)			
Client	West Virginia Department of Environmental Protection, Office of Oil and Gas	Location of Services	West Virginia
Client Contact	H. Jason Harmon, PhD, Deputy Chief, henry.j.harmon@wv.gov	Dates of Services	01/05/2023-03/06/2024
North Wind Project Manager	Greg Hunt, greg.hunt@northwindgrp.com	Value	\$2,518,556
Project Goals and Objectives: <i>Provide all equipment, materials, labor, and related professional services (including field oversight) to effectuate the permanent plugging of a specified number of documented or undocumented orphaned, abandoned oil and/or natural gas wells located within a defined geographic region.</i>			

Description of Services Provided: North Wind was awarded a Fixed Unit Price contract to perform plugging services for 20 wells in the State's designated Region 8. Region 8 covered public lands in 39 counties and 20 Wildlife Management Areas, State Forests, State Parks, or County Parks. Our services included the following:

- Well location, identification, inspection, evaluation, and prioritization
- Permitting
- Well plugging
- Monthly progress reporting
- Reclamation and revegetation of wellsite and access road

North Wind first conducted a complete pre-plugging inspection of each wellsite that included researching the candidate well, verifying its existence on the ground, qualitatively and/or quantitatively evaluating the well and wellsite for potential contamination, and scoring the well against a standardized well ranking system regarding the threat posed to human and health and safety. North Wind then identified and obtained necessary federal, State, and local permits.

North Wind performed all field work necessary to mobilize equipment and personnel to the wellsite, access the well (including road construction, if necessary), prepare the well location for plugging, permanently plug the well in accordance with the terms of the issued well plugging permit and all applicable rules and regulations, and demobilize equipment from the location.

During the course of our field work, we ensured that well plugging rig and equipment was in sound working order and that field workers were trained in safe operating procedures. Our team adhered to all applicable federal and state safety standards and regulations, including the WV State Contract Work Hours and Safety Standards Act.

North Wind plugged wells in accordance with WV State Codes that generally consist of the following procedural stages: establishment of well control, well cleanout, removal of free pipe, cement plug setting, and monument

installation. North Wind performed follow-up analytical sampling and inspection to confirm the elimination of environmental contaminants. After plugging was completed at each well site, North Wind submitted Affidavit of Plugging and Filling Well to the State as the record of completion. As a final step, North Wind performed reclamation consisting of wellsite reclamation, access road reclamation, and revegetation.

2. OIL/GAS WELL PLUGGING, CUYAHOGA VALLEY NATIONAL PARK AND NEW RIVER GORGE NATIONAL PARK & PRESERVE			
Client	National Park Service	Location of Services	Ohio and West Virginia
Client Contact	Anne K. LaPorta, anne_laporta@nps.gov	Dates of Services	03/10/2023-02/17/2024
North Wind Project Manager	Greg Hunt, greg.hunt@northwindgrp.com	Value	\$1,272,112
Project Goals and Objectives: Plug 3 orphaned oil and gas wells and perform associated surface reclamation.			

Description of Services Provided: North Wind was awarded a firm-fixed price contract by the NPS to plug 2 abandoned oil and gas wells in the State of Ohio and 1 abandoned well in the State of West Virginia that were located on National Park Service (NPS) lands. North Wind's scope of work included the following:

- Significant coordination with state permitting agencies
- Compliance with state and Federal requirements
- Coordination with adjacent landowners for access
- Access improvements to remove overgrowth, downed trees, and other poor conditions
- Heavy equipment for earthwork
- Tree clearing to ensure protected bat species would not be impacted
- Archeological protection
- Wellhead removal
- Well plugging
- Transportation and offsite disposal of wastes including wellhead, surface piping, separator, meter station, fluid, and all trash related to well operation
- Emergency spill response measures
- Site restoration including recontouring/regrading, decompaction, and reseeding/revegetating 0.5-acre site areas and access roads

North Wind provided a project management team including a program manager, project manager, site superintendents for OH and WV, site health and safety officer, quality control manager, rig crews, civil crews, heavy equipment operators, and laborers. We prepared and obtained approval from NPS for a project-specific Accident Prevention Plan to protect worker safety and health. The North Wind team performed site investigation, provided equipment, obtained necessary permits, developed work plans, performed site work, conducted weekly project meetings, and submitted daily reports as well as a final report for both project locations.

During rig operations, North Wind provided additional supervision to ensure the abandonment scope was executed appropriately, including conducting routine pre-job safety meetings and reviewing daily tour reports (driller's logs). All rig activity supervisors were trained in workover well control. All blow down and flare lines were double-staked and ringed with special emphasis on assuring that air/fire risks are predetermined and managed. Strict stop-work procedures will be in place throughout each well plugging and reclamation project. North Wind mandated strict adherence to lockout/tagout, confined space, trenching/shoring, hot work permits, block and bleed, and air monitoring.

On the government's final Contractor Performance Assessment Reporting (CPAR) for this contract, issued in April 2024, North Wind received the following ratings:

Evaluation Area	Rating
Quality	Very Good
Schedule	Exceptional
Cost Control	Satisfactory
Management	Exceptional
Regulatory Compliance	Very Good

Anne LaPorta, Contracting Officer, commented, “The Contractor provided very good to exceptional service in the performance of the Contract. They were professional and it was a pleasure to work with them.”

3. PLUG AND RESTORE ABANDONED GAS WELL SITES

Client	State of New York Office of General Services (OGS)	Location of Services	New York (3 regions)
Client Contact	Kurt Arnold, kurt.arnold@ogs.ny.gov	Dates of Services	11/07/2022-11/06/2025
North Wind Project Manager	Greg Hunt, greg.hunt@northwindgrp.com	Value	\$17,350,000 (combined total for all regions)

Project Goals and Objectives: *Perform construction work to properly plug and restore abandoned gas well sites.*

Description of Services Provided: North Wind was awarded 3 separate fixed-unit-price contracts by the state of New York to perform P&A of wells in the Central, Southern Tier, and Western regions. Our scope of work includes the following tasks:

- Perform site inspections to determine site-specific level of effort
- Provide the state with inspection results in a mandated format
- Modify the preliminary cost estimate based on inspection results
- Clear an access road and the well pad
- Locate utilities
- Mobilize drill rig and support equipment to the well site
- Establish traffic maintenance and protection
- Prepare and condition the well
- Conduct wireline services
- Plug well
- Remove equipment and debris
- Arrange for disposal of hazardous and non-hazardous solids, soils, or liquids
- Restore the site
- Submit Well Closure Report

For each work order issued under these contracts, North Wind provides a site-specific Safety Plan. Other required submittals include a detailed cost estimate, work plan, and Critical Path Method (CPM) schedule. In addition, for each well, North Wind prepares a package that includes shop drawings, product data, samples, quality control documentation, and closeout documentation. Submittals are uploaded to a web-based collaboration service, called Submittal Exchange, that is hosted by the NYOSG. North Wind holds initial and biweekly project meetings, including a designated pre-installation meeting, for each project.

In the performance of work, North Wind complies with federal and state regulations governing water protection including Section 404 of the Clean Water Act relating to impact to waters of the United States, includes

jurisdictional Federal Wetland; Section 401 of the Clean Water Act, Water Quality Certification; and NYSDEC Article 15, Protection of Waters, among others. North Wind also complies with all codes and standards governing the safety of personnel and protection of property, including OSHA regulations and the New York State Uniform Fire Prevention and Building Code. North Wind complies with the 2020 Energy Conservation Construction Code of New York State.

North Wind is responsible to obtain permits including OGS-issued Construction Permits and permits issued by NYSDEC. We also are required to obtain a New York Board of Fire Underwriters inspection and certificate. North Wind submits a Stormwater Pollution Prevention Plan (SWPPP) Contractor Certification Statement to the state prior to commencing work for any anticipated earth disturbances that may be caused by site work.

4. CLEANING OUT AND PLUGGING NINETEEN ORPHAN GAS WELLS			
Client	Commonwealth of Pennsylvania Department of Environmental Protection	Location of Services	Clarion and Forest Counties, PA
Client Contact	Bill Walsh, wiwalsh@pa.gov	Dates of Services	05/22/23-10/07/2024
North Wind Project Manager	Greg Hunt, greg.hunt@northwindgrp.com	Value	\$2,934,808
Project Goals and Objectives: <i>Clean and plug wells, excavate well heads, and remove equipment.</i>			

Description of Services Provided: North Wind received a lump-sum contract from the Commonwealth of Pennsylvania to clean out and plug 19 orphan gas wells. Our scope of services included the following tasks:

- Prepare well for plugging including mobilizing equipment, implementing erosion and sedimentation controls, and constructing and maintaining access roads and well pads
- Determine the location of utility lines and rights-of-way
- Consult with representatives of the PA Department of Conservation and Natural Resources (DCNR) to address any initial concerns and ensure continuous and open communication with DCNR
- Collect and store liquid and solid wastes generated during the course of work and segregate for either recycle/reuse or offsite transportation and disposal, based on the results of cost-benefit analyses
- If beneficial, arrange for sale of recovered crude oil or metals and credit proceeds to the state
- Plug well in accordance with applicable PA Codes
- Clean up and remove equipment, supplies, debris, and other material
- Restore site by means of backfilling, grading, reseeding, mulching. All disturbed areas were revegetated to a minimum uniform 70% vegetative cover.

Prior to plugging each well, North Wind notified the Agency Plugging Inspector and submitted a completed Notice of Intention by Well Operator to Plug Wells as required by the state's Oil and Gas Act. After completing well plugging, North Wind submitted a Certificate of Well Plugging.

North Wind prepared submittals including a daily activity log, daily electronic briefing, and project completion report.

North Wind complied with all federal, state, OSHA, and municipal laws, ordinances, orders, codes, rules, and regulations. We supplied Mine Safety and Health Administration (MSHA)-approved safety equipment and devices to all project employees and enforced compliance in their use consistent with accepted practices and applicable rules.

5. PLUGGING & ABANDONMENT IDIQ, REGIONS 1 AND 3

Client	Bureau of Land Management	Location of Services	38 states in the Eastern and Western US
Client Contact	Paula Johnson, pjohnson@blm.gov	Dates of Services	04/24/2023-04/24/2028
North Wind Project Manager	Greg Hunt, greg.hunt@northwindgrp.com	Value	\$150,000,000

Project Goals and Objectives: Proper plugging and abandoning of orphaned oil and gas wells on Federal lands in accordance with applicable Federal, State, and/or Local regulations or policies.

Description of Services Provided: North Wind was awarded 2, 5-year Indefinite Delivery Indefinite Quantity (IDIQ) contracts with a combined, maximum ceiling of \$150,000,000 to perform well plugging and abandonment on Federal lands in 2 geographical regions of the United States. These IDIQ contracts are for Region 1, comprising 23 states in the Eastern US, and Region 3, comprising 10 states in the Western US.

North Wind's scope of work includes site examination and inventory, field sampling and testing, site cleanup, wellbore and well schematics, well plugging design, site accessibility, mobilization and demobilization, and well plugging and abandonment. North Wind provides a program manager, project manager, plugging designer, reclamation/restoration specialist, and site superintendent to manage work performed under firm-fixed-pricing task orders.

The management team prepared IDIQ deliverables including a Site Safety and Health Plan, Environmental Protection Plan, Waste Management Plan, and Quality Control Plan. These plans were developed in full compliance with all Federal, state, and local regulations including the Federal Land Policy and Management Act (FLPMA), Title 43 of the Code of Federal Regulations Part 3160 - Onshore Oil and Gas Operations (43 CFR 3160), Occupational Safety and Health Act (OSHA), Onshore Oil and Gas Order #2 (O.O. #2), Onshore Oil and Gas Order #6 (O.O. #6), Resource Conservation and Recovery Act (RCRA), Toxic Substance Control Act (TSCA).

On an interim CPAR for the IDIQ issued in April 2024, North Wind received "Satisfactory" ratings in the evaluation areas of Quality and Management. Paula Johnson, Contracting Officer, commented, "Contractor provided all IDIQ deliverables and required reports in a timely manner and with satisfactory quality."

North Wind has performed on 3 task orders to date under this IDIQ:

1. Spring Gulch 1-22 Hydrocarbon Well, Colorado, valued at \$239,999 and completed in January 2024
2. Group 1 (12 well sites), Wyoming, valued at \$1,378,472 and scheduled for completion in December 2024
3. Valen Federal #1 Orphan Well, Arizona, valued at \$314,016 and scheduled for completion in April 2025

For all task orders, North Wind performs site accessibility, well plugging and abandonment, disposal of fluids and debris, and site reclamation. North Wind prepares deliverables including a work plan, project schedule, work summaries, daily logs/field notes, and a final report. During the course of site work, North Wind adheres to National Environmental Policy Act (NEPA) requirements regarding the environment and wildlife.

6. PLUG AND RECLAIM WELLS, PLENTYWOOD GROUP

Client	State of Montana Department of Natural Resources and Conservation	Location of Services	Daniels, Roosevelt, Sheridan, Wibaux Counties, MT
Client Contact	Ben Jones, bjones@mt.gov	Dates of Services	12/20/2022-09/30/2025

North Wind Project Manager	Greg Hunt, greg.hunt@northwindgrp.com	Value	\$3,317,378
----------------------------------	--	-------	-------------

Project Goals and Objectives: *Supply equipment and perform services to plug and reclaim wells.*

Description of Services Provided: North Wind was awarded a contract by the state of Montana to plug and reclaim 14 wells collectively known as the Plentywood Group.

North Wind's scope of services includes the following tasks:

- Supply equipment and services to plug and reclaim wells
- Adhere to the state's mandated procedure for each well
- Provide daily, itemized cost reports to ensure that each well stays on budget
- Conduct work when the air temperature is above freezing
- Contact landowners for work to be conducted on land with planted crops to arrange a mutually agreeable time for work that does not interfere with harvesting
- Reclaim and reseed each well location using a seed mixture determined in consultation with the landowner, within reason

North Wind complies with applicable sections of the federal Clean Air Act, Federal Water Pollution Control Act, Resources Conservation and Recovery Act (RCRA); Comprehensive Environmental Response, Compensation and Liabilities Act (CERCLA); National Environmental Policy Act (NEPA); Solid Waste Disposal Act (SWDA); and Clean Air Act and Clean Water Act. As necessary, North Wind assists the state's representatives in complying with NEPA compliance and in preparing Environment Impact Statements or other required environmental documentation.

As noted previously, North Wind's sister environmental companies have experience managing hazardous and radioactive wastes, including NORM/TENORM at demolition sites and mining reclamation sites. Several examples are given below:

CLIENT	PROJECT	VALUE	PERIOD OF PERFORMANCE
US Department of Energy	Moab Uranium Mill Tailings Remediation Action (UMTRA)	\$6.4B	2016-2031
US Army Corps of Engineers	Luckey Formerly Utilized Sites Remediation Action Program (FUSRAP)	\$172M	2015-2025
Idaho Department of Environmental Quality / Coeur d'Alene Trust	Bunker Hill Remedial Services	\$16M	2008-2022
Bureau of Land Management	Bonita Peak Mining District Abandoned Land Mines HAZMAT Construction CERCLA Interim Response Action	\$557K	2021-2022
US Forest Service	Riley Pass Uranium Mine Reclamation Project	\$18.4M	2016-2020

Safety

North Wind offers the State a low-risk contractor in full compliance with all federal, state, and local safety standards. Our exemplary safety record is demonstrated by more than 25 years of safe operation, a below-industry standard Experience Modification Rate (EMR) of 0.78, and safety awards from federal agencies and the National Safety Council.

Our mature, corporate Health and Safety Program strives for zero-incident performance and promotes continuous improvement with standard operating procedures that address potential hazards, near-miss reporting and review, monthly all-hands safety briefings, and a company-wide network of safety specialists.

For each project, North Wind implements a tailored Site Safety Plan that incorporates an Accident Prevention Plan (APP) and Activity Hazard Analyses (AHAs) for work practices at all levels, including subcontractors, to protect the health and safety of workers and the public. Site Safety Plans are developed in compliance with OSHA 29 CFR 1926 and are submitted to our clients for approval. All standard protocols for mobilization, demobilization, and construction work are observed and directed on project sites by the Project Manager, Superintendent, Quality Control Manager, and/or Site Safety and Health Officer, depending on the project's size and complexity. For example, North Wind would ensure that any new access road that we construct complies with the corresponding Federal and state agencies' road and safety standards.

Project personnel are required to observe and adhere to site safety program requirements while on site. Before beginning work at a project site, all employees, including subcontractors, participate in site-specific orientation and safety training. Supplemental safety training sessions are held as needed, and weekly prework/plan-of-the-day safety meetings are conducted throughout the duration of the project, with an emphasis placed on AHAs for current work. In addition to daily safety meetings, the APP and AHAs are distributed to all project personnel and made available at the job site.

We also protect worker safety and site integrity by monitoring weather conditions affecting project sites and taking appropriate precautionary measures to protect personnel and equipment against exposure to extreme cold or heat. North Wind's Site Safety and Health Plans include evacuation plans for flooding, wildfires, and dangerous precipitation or wind velocity. Rain or snow can affect the efficiency and safety of civil crews and wind can affect rig operations when pulling pipe, blowing down wells, or seeding. When operations are conducted in remote areas during cold weather, North Wind provides warming stations for field crews.

We emphasize management assessments and walkarounds. We also emphasize to all project personnel every day that safety is each and every person's responsibility. We empower our employees and subcontractors with Stop-Work Authority. Project staff are trained how to

LOW-RISK

North Wind's low EMR of 0.78 demonstrates our effective safety culture.

observe performance for both deficiencies and proficiencies. Deficiencies are tracked until corrective actions are implemented to improve trends.

Water and Mining Laws

Our Program Manager and Project Manager will ensure that all wells and sites assessed are evaluated for regulatory governance. If water or mining laws or other laws are identified as being germane to the nomination or evaluation of MCWs for plugging, our project management personnel will consult with North Wind's in-house regulatory experts to fully and appropriately account for their potential impacts. As noted, North Wind has access to in-house environmental professionals with special expertise in performing regulatory reviews, risk assessments, and environmental modeling, sampling and analysis, and screening. In addition, North Wind's project team includes SMEs in environmental and biological assessments, whose desktop research will include reviews of applicable laws and regulations. In this way, North Wind will ensure that all pertinent laws governing the MCWs are recognized.

Public Meetings

North Wind regularly organizes and facilitates public meetings on behalf of or in collaboration with our clients. Our services include coordinating press releases or advertising with local media or community boards, securing appropriate venues, preparing agendas and materials, sourcing subject matter experts, leading the meetings, addressing public inquiries, documenting discussions, and following up on action items. Our project managers benefit from North Wind's comprehensive in-house Communications Department, which supports the creation of presentations, handouts, and other materials. We typically organize around 20 public meetings annually for our environmental and industrial reclamation projects.

As an example, on a long-running project for the US Department of Energy (DOE) where we perform environmental monitoring, deactivation and decommissioning, and other services at the Energy Technology Engineering Center (ETEC) in Santa Susana, CA, North Wind recently supported DOE by developing a public meeting presentation, coordinating a visit by a well-known YouTube personality to the ETEC site, and representing the DOE at a local street fair, where we helped educate the public about the history of the ETEC site.

The public events at ETEC were coordinated by *Alyssa Boyer-Sprouse, a Public Relations Manager* in the North Wind Group's Communications Department. Ms. Boyer-Sprouse will serve as the Communication Specialist on the MERP contract, with responsibility for coordinating public meetings as well as other communication and outreach activities. Her resume is provided in Attachment 3 to this proposal.

Public meetings will be held in locations near targeted areas to provide reasonable access to potentially interested communities and stakeholders. Locations will be compliant with the Americans with Disabilities Act and local laws and ordinances. Language translation services and accommodations for the hearing impaired will be available upon request. Virtual access to the meeting via Zoom or another hosting platform will be offered for those who cannot attend in person.

Ms. Boyer-Sprouse will prepare public service announcements (PSAs) and news releases and

distribute them to public websites operated by the State, community, and civic organizations and to local media outlets. PSAs will also be sent via mass electronic mailing to an email list developed by North Wind and the Agency. PSAs and press releases will be sent at least 15 days prior to the scheduled meeting time.

A typical format for a town hall meeting is an open-house for which attendees do not have to RSVP. Agendas typically include an explanation the program and its goals, the process by which stakeholders can become involved, and a question-and-answer period. Meetings will be recorded. All information presented such as handouts and forms will be posted to the MERP website hosted by the Agency or North Wind, along with a contact for more information and links to sign up for more information and submit comments or questions. An example of a timeline for coordinating a public meeting is show in Figure 10:

TASK	TARGET DATE
Arrange for Public Meeting Facility	March 28, 2025
Distribute PSA and Press Release	May 15, 2025
Draft Public Meeting Materials	May 9, 2025
Review Draft Public Meeting Materials	May 12-14, 2025
Draft Final Public Meeting Materials	May 16, 2025
Review Draft Final Public Meeting Materials	May 26-28, 2025
Final Public Meeting Materials	May 23, 2025
Host Public Meeting (in-person and virtual)	May 30, 2025
Public Meeting Summary Statistics	June 2, 2025
Post Public Meeting Materials to Website	June 4, 2025

Figure 10. Example timeline for coordinating a public meeting

4.1.2 Earth Disturbances (RFP 4.3.1.2)

North Wind and its sister companies in the environmental and construction fields routinely manage projects involving earth disturbances. To complement these services, the North Wind Group has companies dedicated to environmental and resource consulting. For example, a biologist from North Wind Environmental Consulting Services recently performed a wetland delineation for another North Wind Group company, North Wind Portage, who is the prime contractor on a remedial action project for the US Department of Energy at a uranium mine in Utah. Similarly, archeologists from North Wind Archaeological Research & Historical Preservation have performed cultural resources studies on several demolition and construction contracts primed by North Wind Construction Services.

These services are arranged through formal intercompany agreements and the North Wind Group prime contracting entity's project manager coordinates these specialty services by ensuring that sufficient time for their activities is included in project schedules, that their recommendations are incorporated into work plans and operations, and that their inputs are captured in reports and other deliverables.

The North Wind Group currently has approximately 150 full-time personnel with degrees in fields relevant to ESA and NHPA reviews, as enumerated in Figure 11, below:

FIELD OF STUDY	NUMBER OF DEGREED PERSONNEL (AA, BA, MA, OR PHD)
Biology	53
Natural Resources	2
Environmental Science	42
Wildlife Studies	5
History	8
Anthropology	26
Archaeology	11*
Architecture	4

**Includes 5 Registered Professional Archaeologists*

Figure 11. North Wind Group personnel with advanced degrees in relevant fields

North Wind will draw upon the expertise of these companies to provide appropriately credentialed professional to perform environmental and archaeological/historical/cultural studies on this MERP administration contract.

ESA Reviews

As noted in Figure 11, above, North Wind currently has 151 full-time staff members who have degrees in biology, environmental science, national resources, and wildlife toxicology. We have identified 2 of these staff members to address ESA and NEPA requirements on this project:

Scott Webster, Senior Biologist, and Tony Ruhlman, NEPA Subject Matter Expert (SME).

Their resumes are provided in Attachment 3.

Mr. Webster is a degreed biologist with 23 years of professional experience in wildlife, vegetation, and wetland studies. He has conducted biological assessments (BA) studies throughout the US, all of which required review of potential impacts on federally listed species protected under the ESA and preparation of documents required for Section 7 consultation. These have included more than 70 projects such as, most recently, a wild and scenic river study of the Blackfoot River and the Bear River in southeast Idaho for the US Bureau of Land Management (BLM). He also has conducted BA for the installation of bridges, powerlines, pipelines, and fiber-optic systems and ski resort expansion in numerous western states for federal and state agencies and private clients. He completed individual BA/Biological Evaluations (BE) and conducted formal consultation on 4 bridges being replaced by the Idaho Transportation Department where ESA-listed fish species were impacted.

Mr. Webster has been involved with 3 leases on public lands for oil and gas sales and on more than 30 BLM grazing allotment renewals on public lands in Arizona and Utah, which required the assessment of potential impact to ESA-listed species. He also has conducted BAs for ESA-listed species associated with a timber salvage project for the USFS and for community-at-risk

wild and urban-land interface projects for the BLM.

Mr. Webster has been involved with preparing documentation associated with the sale of multiple parcels of public lands managed by the BLM to private individuals. During his 22-year tenure with North Wind, he has performed multiple noxious and invasive weed surveys for federal agencies on military installations, wildlife refuges, and public lands. He helped conduct surveys of mesquite bosques to identify important wildlife habitat at Yuma Proving Grounds in Arizona for the Department of Defense. He has been involved with data collection for the National Rangeland Inventory (NRI) for the USDA National Resources Conservation Service (NRCS) for over 8 years in the states of Nevada, Utah, Arizona, and Wyoming. In addition, Mr. Webster has provided technical support to North Wind's Cultural Resources Group on more than 50 field surveys.

Tony Ruhlman, our proposed NEPA SME, has bachelor's and master's degrees in Biology. His fields of expertise include NEPA analysis and documentation, TES surveys and Section 7 consultation, natural resource assessments and management plans, environmental baseline surveys, Section 404 permitting, and wetland delineation/assessment. For nearly 30 years, Mr. Ruhlman has managed and served as lead author/analyst for NEPA documents across the US. He has successfully completed ESAs for the Army, Air Force, Natural Resources Conservation Service (throughout Pennsylvania), US Forest Service (South Carolina), Georgia Army National Guard, National Parks Service, and Department of Justice (DOJ) with a geographic range extending from interior Alaska to St. Croix, US Virgin Islands. His NEPA and ESA work for the DOJ has been conducted at the FBI's Redstone Arsenal campus in northern Alabama.

At Joint Base Charleston in South Carolina, Mr. Ruhlman managed a major, 5-year update to base's Integrated Natural Resources Management Plan. He also managed and served as lead field investigator for a base-wide wetland delineation, animal survey (birds, mammals, reptiles, amphibians), invasive species survey and management plan, wetland protection plan, migratory bird management plan, rare species surveys, and deer census.

Also in South Carolina, Mr. Ruhlman led a study that included sensitive species surveys, invasive species surveys, and natural community mapping for The Nature Conservancy's Blue Wall Preserve. The report included management recommendations for invasive species, maintenance and improvement of natural communities, and an assessment of the impacts of public use of the tract.

In addition to managing and conducting field investigations, Mr. Ruhlman has extensive experience transforming field data into natural resource management plans, Section 404 permits and mitigation plans, ecological assessments, and habitat restoration plans. Efficient implementation of these types of plans is vital, and Mr. Ruhlman performs turnkey management including gathering and interpreting field data, preparing necessary documentation, implementing plans, and conducting ongoing monitoring to ensure project success.

Under the direction of Mr. Webster and Mr. Ruhlman, North Wind will adhere to standard, accepted protocols for ESA analysis and document preparation, including right-of-way,

biological, and environmental analyses of the proposed well closure's impact on the applicable buffer zones identified by the client. The team will compile information gathered during biological surveys, botanical surveys, and special status wildlife surveys. In some cases, these surveys may have been previously performed by the state or another entity, and that information will be analyzed and included in the document. In cases where information for the special status wildlife species is not present or is insufficient to make a determination of potential impacts to ESA-listed species, the team will perform the required field investigations.

NHPA Reviews

As noted in Figure 11, above, North Wind currently has 23 full-time staff members who have degrees in history, architecture, or archaeology, including 5 Registered Professional Archaeologists (RPAs.)

For this contract, *Emmett Brown, RPA, PhD/ABD, Anthropology*, will perform NHPA reviews. His full resume is provided in Attachment 3. Mr. Brown has 26 years of archaeological experience providing cultural resources, agency consultation, environmental planning, NEPA documentation, Phase I surveys, Phase II testing, and Phase III mitigation. He has served as a senior archaeologist, principal investigator, project manager, and field director on projects throughout the Mid-Atlantic, Midwestern and Southeastern US on projects for universities, state departments of transportation, federal agencies, military bases, private land developers, energy, and retail establishments. Mr. Brown has up-to-date knowledge of state and federal laws including Section 106, NEPA, NUREG 1555 and Combined Operating License (Nuclear Regulatory Commission), and Federal Energy Regulatory Commission (FERC).

Mr. Brown has prior work experience as a cultural resource specialist in West Virginia, where he served as Task Manager/Principal Investigator, Field Director, Report Author, or Field Archaeologist for several Phase 1 Archeological Surveys on projects for the West Virginia Department of Transportation as an employee of Michael Baker Corporation. He also served as Project Manager for a Phase I Cultural Resources Survey at the 26-acre John Henry State Park in Talcott, WV. While residing and working in West Virginia, Mr. Brown presented several papers on state-specific archaeology topics to the West Virginia Council of Archaeologists, West Virginia Society of Archeology, and the Mid-South Archaeological Conference.

From his prior work experience in the State, Mr. Brown retains contacts within the WV State Historic Preservation Office that will help expedite his work on this project.

Mr. Brown will confer and collaborate with Mr. Webster and Mr. Ruhlman to present a comprehensive program that clearly and accurately defines project Areas of Concern, Action Areas, and Areas of Potential Effects and to implement the specific tools the team will use to identify and review endangered species and areas of historic or cultural significance, including ancestral tribal lands.

4.1.3 Qualified Measurement Specialists (RFP 4.3.1.3)

All Zefiro field personnel meet or exceed the following requirements:

- Safety training including, but not limited to, H2S, OSHA40, and HAZWOPER

- Minimum 20 hours field training on specified equipment by equipment manufacturers and/or distributors
- Minimum 480 hours field experience in screening, measurement, and quantification in accordance with US DOE National Energy Technology Laboratory (NETL) standards

Attachment 3 of this proposal includes a resume and certification for Scott Motter, a Zefiro Qualified Measurement Specialist (QMS), as an example of the qualifications of a field technician who would be assigned to this project. Mr. Motter is an environmental professional with more than 20 years of experience in oil and gas inspection, regulatory compliance, methane leak detection, and well management.

As a Field Supervisor for Zefiro, he locates and inspects orphaned wells for methane leaks, quantifies methane leakage rates, collaborates with public and private stakeholders, helps generate carbon credits, and assists in developing approaches to plugging high-priority leaking wells. Prior to joining the staff of Zefiro in 2023, Mr. Motter was an oil and gas inspector and regulator with the Pennsylvania Department of Environmental Protection for 14 years. He is a veteran of the US Air Force.

4.2 Mandatory Qualifications/Experience Requirements (RFP 4.3.2)

4.2.1 No Conflict of Interest (RFP 4.3.2.1)

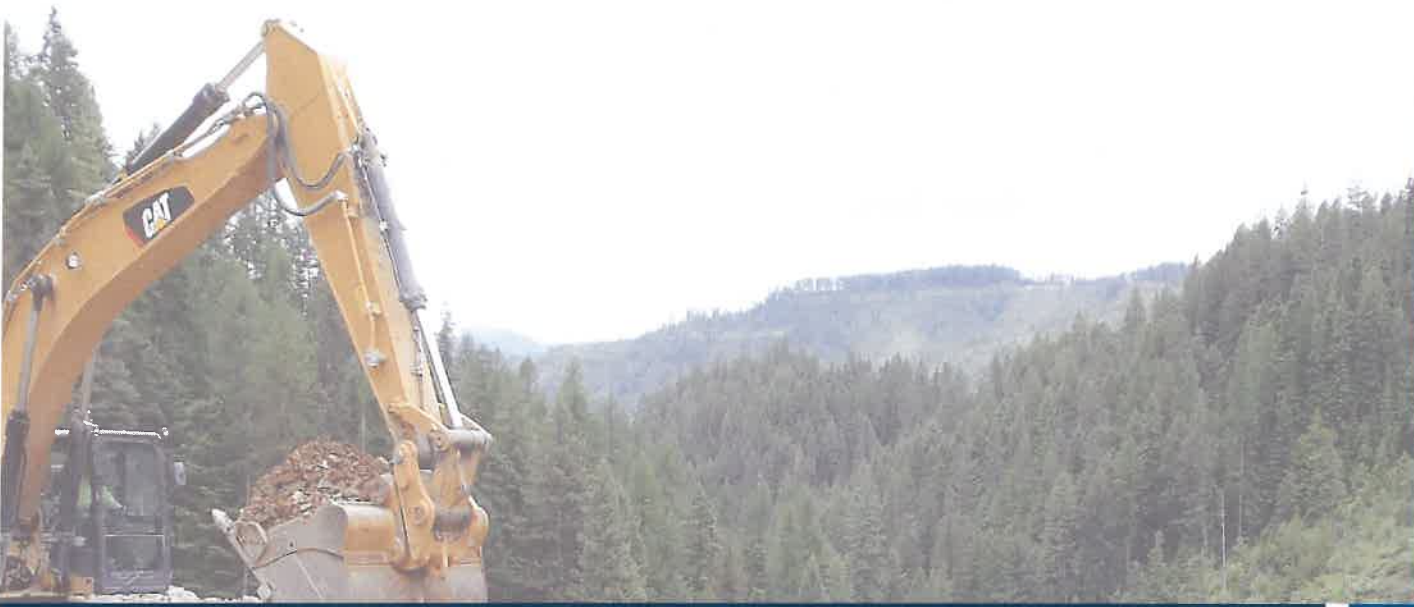
As a professional services provider, North Wind offers the State an independent, objective prime contractor with no industry ties that would present a conflict of interest. Further, North Wind has no ownership or stock in any well-plugging rig company. Our independence ensures our unbiased administration of the State's program and grant funds.

4.2.2 Capability to Perform as Well Plugging Vendor (RFP 4.3.2.2)

As a full-service company, North Wind offers the State a holistic program to nominate, prioritize, and ultimately plug and abandon selected wells. As noted elsewhere in this proposal, the State benefits from contracting with a North Wind Group company that can draw upon the technical resources of sister companies under the same parent.

In addition, as described previously, North Wind's stellar corporate talent acquisition and training department and robust subcontracting/procurement department will help ensure that we have the personnel, tools, and resources needed to successfully complete this administrative project as well as the eventual P&A that will be the end result of this program.

Finally, based on the State's and North Wind's satisfaction with R & J Well Service, Inc., who served as the P&A subcontractor for North Wind's recent contract for Multi-Well Federal Plugging in Region VIII, North Wind would retain R & J to perform the same services on any future plugging contract. Having an existing relationship with a key subcontractor will enable North Wind to quickly and capably assume the role of prime contractor for well plugging in the State.



ATTACHMENT 1



ATTACHMENT 1

Attachment 1
Completed Request for Proposal Form

REQUEST FOR PROPOSAL

(Agency Name and RFP #)


Proposal 1: Step 1 – \$1,000,000 / \$1,000,000 = Cost Score Percentage of 1 (100%)
Step 2 – 1 X 30 = Total Cost Score of 30

Proposal 2: Step 1 – \$1,000,000 / \$1,100,000 = Cost Score Percentage of 0.909091 (90.9091%)
Step 2 – 0.909091 X 30 = Total Cost Score of 27.27273

6.8. **Availability of Information:** Proposal submissions become public and are available for review immediately after opening pursuant to West Virginia Code §5A-3-11(h). All other information associated with the RFP, including but not limited to, technical scores and reasons for disqualification, will not be available until after the contract has been awarded pursuant to West Virginia Code of State Rules §148-1-6.3.d.

By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder’s behalf; that I am authorized to bind the bidder in a contractual relationship; and that, to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.

North Wind Response & Reclamation, LLC
(Company)

Grant Smith, President 
(Representative Name, Title)

(713) 751-9229
(Contact Phone/Fax Number)

12/31/2024
(Date)



ATTACHMENT 2



ATTACHMENT 2

Attachment 2

Acknowledgement of Addenda Form

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: CRFP 0313 DEP2500000004

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.


Addendum Numbers Received:
(Check the box next to each addendum received)

- | | |
|--|--|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6 |
| <input type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7 |
| <input type="checkbox"/> Addendum No. 3 | <input type="checkbox"/> Addendum No. 8 |
| <input type="checkbox"/> Addendum No. 4 | <input type="checkbox"/> Addendum No. 9 |
| <input type="checkbox"/> Addendum No. 5 | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor’s representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

North Wind Response & Reclamation, LLC

Company


Grant Smith (Dec 31, 2024 10:47 CST)

Authorized Signature

12/31/2024

Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.

	Department of Administration Purchasing Division 2019 Washington Street East Post Office Box 50130 Charleston, WV 25305-0130	State of West Virginia Centralized Request for Proposals Service - Prof
--	---	--

Proc Folder: 1542680		Reason for Modification: Addendum #1 issued to publish agency responses to vendor submitted questions and extend the bid open..... See Page 2 for complete info	
Doc Description: DEP OOG - MERP Administration			
Proc Type: Central Master Agreement			
Date Issued	Solicitation Closes	Solicitation No	Version
2024-12-09	2025-01-07 13:30	CRFP 0313 DEP2500000004	2

BID RECEIVING LOCATION
BID CLERK DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION 2019 WASHINGTON ST E CHARLESTON WV 25305 US

VENDOR		
Vendor Customer Code:		
Vendor Name : North Wind Response & Reclamation, LLC		
Address : 1425 Higham Street		
Street :		
City : Idaho Falls		
State : ID	Country : USA	Zip : 83402
Principal Contact : Grant Smith, President		
Vendor Contact Phone: (713) 751-9229	Extension:	

FOR INFORMATION CONTACT THE BUYER Joseph E Hager III (304) 558-2306 joseph.e.hageriii@wv.gov		
Vendor Signature X 	FEIN# 99-0602664	DATE 12/31/2024

All offers subject to all terms and conditions contained in this solicitation

Reason for Modification:

Addendum #1 issued to publish agency responses to vendor submitted questions and extend the bid opening until 1/7/2025 @ 1:30 PM ET.

ADDITIONAL INFORMATION

The West Virginia Department of Administration, Purchasing Division is issuing this solicitation as a request for proposal ("RFP"), as authorized by W. Va. Code 5A-3-10b, for the West Virginia Department of Environmental Protection to provide administrative services for the Agency's Methane Emission Reduction Program (MERP) grant for the plugging of certain Marginal Conventional Wells (MCWs) per the attached specifications and terms and conditions.

***Online responses have been prohibited for this solicitation, if you have questions contact the Buyer - Josh Hager - Joseph.E.HagerIII@wv.gov

INVOICE TO		SHIP TO	
ENVIRONMENTAL PROTECTION REAP OFFICE 601 57TH ST SE CHARLESTON WV 25304 US		STATE OF WEST VIRGINIA VARIOUS LOCATIONS AS INDICATED BY ORDER No City WV 99999 US	

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
1	Well Nomination, Prioritization	1000.00000	HOUR		
See Cost Proposal volume					

Comm Code	Manufacturer	Specification	Model #
71141102			

Extended Description:
Requirements listed in Sections 4.2.1.1 and 4.2.1.3 of the RFP.

Paid hourly.

INVOICE TO		SHIP TO	
ENVIRONMENTAL PROTECTION REAP OFFICE 601 57TH ST SE CHARLESTON WV 25304 US		STATE OF WEST VIRGINIA VARIOUS LOCATIONS AS INDICATED BY ORDER No City WV 99999 US	

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
2	Methane Emissions Quantification (MEQ) Testing	800.00000	EA		
See Cost Proposal volume					

Comm Code	Manufacturer	Specification	Model #
77121506			

Extended Description:
Requirements listed in section 4.2.1.2 of the RFP.

Paid per-well.

INVOICE TO			SHIP TO		
ENVIRONMENTAL PROTECTION EAP OFFICE 601 57TH ST SE CHARLESTON WV 25304 US			STATE OF WEST VIRGINIA VARIOUS LOCATIONS AS INDICATED BY ORDER No City WV 99999 US		

Line	Comm Ln Desc	Qty	Unit of Measure	Unit Price	Total Price
3	Permitting	400.00000	EA		
See Cost Proposal volume					

Comm Code	Manufacturer	Specification	Model #
71141102			

Extended Description:
Requirements listed in section 4.2.1.4 of the RFP.

Paid per-well.

SCHEDULE OF EVENTS		
Line	Event	Event Date

	Document Phase	Document Description	Page 4
EP2500000004	Final	DEP OOG - MERP Administration	

ADDITIONAL TERMS AND CONDITIONS

See attached document(s) for additional Terms and Conditions



ATTACHMENT 3



ATTACHMENT 3

Attachment 3

Resumes and Degrees of Key Personnel

GRANT F. SMITH

PROGRAM MANAGER



SUMMARY

Grant F. Smith is President of the North Wind Group's Industrial, Response, and Reclamation Services business line as well as President & General Manager of North Wind Response & Reclamation, LLC, a subsidiary of the North Wind Group. Mr. Smith developed North Wind's new business line for decommissioning oil and gas wells, decommissioning abandoned mine lands, disaster relief, and emergency response by building upon the experience and capabilities of the company's existing environmental business line. His strategies for developing the fuels business line resulted in \$32M awarded in new, non-traditional opportunities with another \$150M in backlog.

Mr. Smith has more than 30 years of experience in the energy industry in the arenas of program management, operations, production, and sales. He has worked in both the domestic and international commercial sectors and has managed a wide variety of US federal and national oil company contracts. Prior to joining North Wind in 2021, Mr. Smith served with Baker Hughes as Vice President of global engineering; the P&A business line; and western hemisphere drilling, completions, and abandonment contracts. He also served as Managing Director for a start-up E&P company in Mexico under a production-sharing agreement.

Mr. Smith spent 15 years with Marathon Oil Company in various, global production and reservoir engineering roles. For the last several years of his tenure, he was a lead senior engineer for the company's Southern Region. Along with his engineering team, Mr. Smith designed and executed non-commercial well abandonment across the region. He was previously assigned engineering responsibilities for over 500 wells for production and completion of new wells, along with oversight of water flood operations. This assignment included abandonment of non-commercial production/injection/SWD as well as failed completions.

His prior global experience enables him to oversee the delivery of concurrent projects of varying sizes and complexities on time and on budget across the US while simultaneously creating new areas of focus.

EDUCATION

Bachelor of Science in Petroleum Engineering

University of Missouri-Rolla, 1990

TRAINING

- Thunderbird for Executives
- Texas A&M Finance for Executives
- Leading for Organizational Impact, Center for Creative Leadership
- Karass Effective Negotiating
- Energy industry schools and seminars (various)



RELEVANT EXPERIENCE

North Wind Group Idaho Falls, ID 2024 to Present	President, North Wind Group Industrial, Response, and Reclamation Services / President & General Manager for North Wind Response & Reclamation, LLC (2024-President) <ul style="list-style-type: none">• Developed new business line for decommissioning oil and gas wells, decommissioning abandoned mine lands, disaster relief, and emergency response based on foundation established by North Wind’s existing environmental business lines• Oversees all facets of business with full profit and loss responsibility• Provides visible leadership and transparency for safety, ethics, quality, and compliance• Drives creation of group and subsidiary business plans• Oversees and manages execution of projects, including supervising assigned Project Managers; currently responsible for 26 projects valued at more than \$190M• Ensures projects and personnel receive full support from all North Wind Group functional departments• Liaisons with clients• Manages group and subsidiary budgets• Reviews project performance• Ensures adherence with Small Business Administration regulations• Maintains subsidiary licenses and registrations Western Regional Operations Director (2021-2024) <ul style="list-style-type: none">• Developed strategies that captured and delivered \$32M in non-traditional opportunities, including \$7.8M in P&A contracts, with additional backlog of \$150M<ul style="list-style-type: none">◦ Developed new fuels organization and assisted in growing global fuels business line, including national orphan well program◦ Responsible for growing new regions• Provided operational oversight of government projects throughout a five-state region• Supervised project managers and their teams in construction and environmental business lines on projects ranging in value from \$500k to \$6M
Cruz Energy Services Dickinson, ND 2019-2021	President <ul style="list-style-type: none">• Charged with growing a family-owned business• The COVID 19 pandemic began a few months into new role. When compared to similar market downturn, the team, on 48% less activity,

with the same headcount, generated 4% more revenue, improved net income and EBITDA by 56% and 74%, respectively on 86% less debt while improving operational efficiencies by 44%. In the pandemic market condition, maintained excellent reputation for personnel and equipment while minimizing costs

- Built out a professional HR structure which included processes for talent management, talent acquisition, legal risk mitigation and constructed a grounds-up organizational structure including merit and bonus programs
- Dismantled and restructured HSE department including all procedures and policies, training plans and tracking metrics resulting with excellent safety performance directly indicated by customer audits resulting in “Best Programs” among comparative groups of companies
- Significantly improved finance, accounting, and tax processes and financial modeling capabilities
- Managed maintenance decisions to assure operational efficiencies were met and equipment values were maximized, improving maintenance spend by 20%
- Holistically drove change in operational management staff and processes, resulting in efficiency improvements of 44% while reducing equipment damage by 43%

CLS Capital
Management,
LLC
2017-2019

Executive in Residence

- In charge of divesting two of three Raptor Lift Solutions, LLC’s product lines as well as independently completing the development of a new R&D abrasion resistant process
- Collaborated with CSL Capital Management on commercialization of new abrasion resistant process

Chief Executive Officer; Raptor Lift Solutions, LLC, Houston, TX (2017-2018) *Raptor Lift Solutions, LLC was registered in Delaware May 2017)*

- Acquired two niche companies, one with hydraulic pumping unit technology and the other with power regen technology for rod-lift variable speed drives. Both companies had excellent technologies but not the structure or financial wherewithal to fully commercialize their technologies
- Built the company with supply chain, finance, engineering sales. and operations including field service, workshop, and HS&E departments
- Achieved break-even EBITDA by third quarter 2019, within one year of establishing reliability of products as fully market ready
- Designed and implemented direct sales and distribution pathways to market

GRANT F. SMITH PROGRAM MANAGER



- Co-created and directed new, simple and inexpensive oilfield R&D abrasion-resistant process technology with significant revenue and margin potential:
 - Focused on significantly reducing abrasion and erosional wear on production tubing, sucker rod couplings, sucker rods, plunger lift plungers, pressure pumping high pressure and low-pressure iron
 - Lab testing completed with all API standards were met or exceeded
 - Field testing concluded with excellent results reported

Executive in Residence, Houston, TX (2017-2018)

- Recruited to build a de novo artificial lift company to be funded for a three- to five-year term
- Reviewed and screened acquisition opportunities while building ground-up company profile
- Built M&A cases and developed business plans for acquisition of companies fitting the startup profile
- Worked closely with CSL negotiators and negotiated final acquisition deals alongside CSL

**Baker Hughes,
Incorporated**
Houston, TX
2004-2016

VP, Business Development, Sales & Well Solutions, Latin America Region, (2014-2016)

- Multi-faceted role responsible for:
 - Regional Sales. Managed 92-member matrix organization sales team for \$1.1B region with 15% from direct sales and 85% through contracted product line pull-through
 - Inventory/Procurement Management. With a team of 40 employees, managed \$280M of region inventory and \$300M annual region procurement spend
 - Implemented revenue stretch incentive program that awarded bonuses if pre-approved projects exceeded geo-market plan numbers. Three of four geo-markets successfully submitted proposals and, within the first two quarters, one exceeded plan by 9%.
 - Implemented new management process in five months, reducing gross inventory by 18%, slow-moving and obsolete expenses by 13%, growing inventory slower than revenue growth, and reducing inventory faster than revenue losses
 - Led Latin America Region (LAR) to first place of four regions in five of six procurement categories, up from fourth place in nearly all categories

GRANT F. SMITH PROGRAM MANAGER



- Project Management. Managed large integrated projects across the Latin America Region
 - Delivered onshore project (two rigs drilling deep complex wells), with 10-member cross-functional team, resulting in \$70M AFE wells at 25.3% savings, exceeding client's expectations
 - Grew major integrated offshore drilling project from three to nine rigs by delivering over 85% of wells in nearly half the planned time
 - Co-led cross-functional team of 49 to deliver project with perfect HSE record
- Financial and Business Reporting. Assigned by Region President with overseeing all corporate weekly reporting, including presenting to CEO and CFO monthly; accomplished with a three-member team
- VP of Soledad E&P Company. Continued to run Pemex/Baker Hughes E&P Company as outlined below.

VP, Mexico-Central America, Latin America Region (2014-2014)

- In addition to above role, served as interim Geo-Market MD over all facets of \$400M P&L business, including sales, operations, finance, HSE, materials and manufacturing, until a Mexican national executive could be assigned

VP, Well Solutions, Latin America Region (2013-2016)

- Started up first new E&P company (Soledad) for Pemex/Baker Hughes after winning Production Sharing Contract in 2014 with 50 employees and 48 contractors
- Built company from scratch including hiring all leadership (field operations, technical and administrative), technical staff (engineering, geosciences), and administrative staff (finance, legal) and all field level staff
- Developed operational and HS&E procedures and training
- Increased production by 161% with average annual budget of \$60M, with potential for additional 85 new conventional and 100+ unconventional wells identified for future development
- Attained perfect HS&E record with over 950 days without an accident or spill, receiving President's HSE award in 2014 and Chairman's HSE Excellence award in 2015

VP, Global Integrated Operations, (2011-2013)

- Led new Integration Operations business unit, managing 121 employees in Commercial, Engineering, and Operations with 22 managed drilling

GRANT F. SMITH PROGRAM MANAGER



rigs at an annual revenue of \$400M+. Teams managed 1,200 personnel including all contractor employees.

- VP, Western Hemisphere Operations. Managed 40 Wellsite and Project Management employees for field development contract with PEMEX in the Chicontepec area
 - Managed complex integrated field development project with 30 wells selected and drilled in three years, increasing production from 2,600 to over 10,000 BOPD, 83% drilled ahead of plan without HS&E recordable
- VP, Engineering & Quality Assurance. Managed 71 drilling and completion engineering employees in UK, UAE and USA with drilling/completions projects in Iraq, Saudi Arabia, Algeria, Brazil, Mexico and US
 - Oversaw completion of a new Knowledge Management System and Engineering Development Program
- VP Commercial. Managed team of 10 employees to create and implement new commercial model to screen all projects to assure readiness and enable the right methods for contract structuring and negotiation
 - Researched and assembled merger and acquisition recommendations to senior executive committees
 - Assigned to 8-month project by Executive President to develop strategy for combining Integrated Operations and Reservoir Development Services with 1,000 employees. Delivered 28 recommendations, 75% of which were implemented, improving organization effectiveness.

VP, Business Integration; Global Reservoir Development Services, London, UK (2010-2011)

- Integrated five newly-acquired reservoir-based consultancies into two organizations
 - Developed strategy, determined acquisition targets and presented 3 acquisition plans to CEO, one of which was acquiring reservoir-focused consultancies, which was successfully executed.
 - Rebranded new companies for market recognition
 - Integrated newly acquired reservoir experience into the nine Baker Hughes regions

GRANT F. SMITH
PROGRAM MANAGER



VP, Marketing & Business Development; Middle East Region, Dubai, UAE (2009-2010)

- Assisted Regional President in merging seven divisions into geography-based geo-markets as “One Baker Hughes”
- Developed \$900M region market strategy of newly formed company, including entry into Iraq, which grew market share by two points in first year

Sales Manager, Baker Atlas Middle East/Asia Pacific Region (Wireline Division), Dubai, UAE (2008-2009)

- Responsible for all sales in the Middle East/Asia Pacific Region
- Responsible for understanding the wireline and perforating markets, segmenting these markets, and driving profitable growth

Southern Area Manager, Centrilift (Artificial Lift Division), Midland, TX (2006-2008)

- Led workforce of 195 across Texas and New Mexico, including shop, field service, finance, HS&E, inventory, sales, application engineering and R&M engineering
- Efforts improved revenue 400+%, profit margins 600+%, days-sales-outstanding from 86 to 59 days, inventory from 11% to 8% of revenue, and market share from 32% to just under 50%
- Improved HSE performance from worst- to best-performing of seven North American business units

Optimization Services Manager, Centrilift (Artificial Lift Division), Claremore, OK (2004-2006)

- Managed 12 project managers responsible for assuring complex artificial lift systems were designed, manufactured, and assembled to customer specifications and readied for offshore deployment

**Marathon Oil
Company**
1990-2004

Lead Production Engineer, Southern Region, Carlsbad, NM (2002-2004)

- Managed team of engineers and technicians in fast-growing Permian Basin asset, solving two key issues: 1) reduced artificial lift failure rates from 3.5 to 0.5 per well per year, saving \$19.2M per year; and 2) minimized operating costs, saving \$28M by renegotiating artificial lift and chemical contracts

GRANT F. SMITH

PROGRAM MANAGER



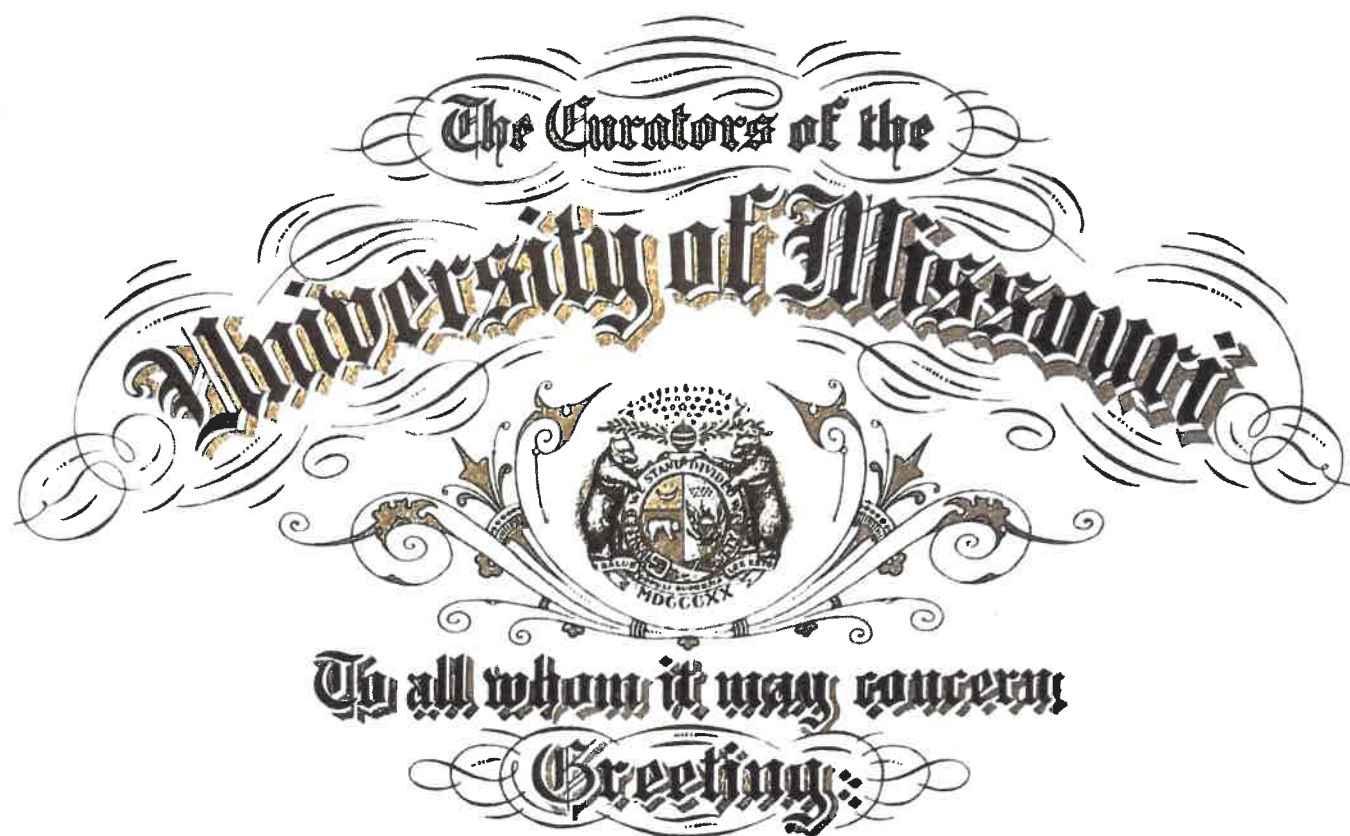
Advanced Reservoir Engineer, Global, Houston, TX (2001-2002)

- Reported to Director of Corporate Reserves responsible for both US assets and all new M&A assets. This was a newly formed global corporate reserves group reporting directly to the CEO.

Advanced Production/Reservoir Engineer, Gulf Coast Region, Houston, TX (2000-2001)

Reservoir Engineer, Gulf Coast Region, Lafayette, LA (1998-2000)

Production/Reservoir Engineer, Rocky Mountain Region, Cody, WY (1990-1998)



Be it known that the Curators, having been advised by the Faculty that
Grant Ferrin Smith
has completed the Course of Study required of candidates for the degree of

Bachelor of Science in Petroleum Engineering

and is qualified to receive the same, do by these presents confer said degree
with all the honors and privileges appertaining thereto.

In testimony whereof the signatures of the proper officials and the
seal of the University are affixed.

Done at the University in the City of Rolla, State of Missouri,
this twelfth day of May, in the year of our Lord
one thousand nine hundred and ninety.

Eva Louise Frazer
President of the Board of Curators

C. Peter Magrath
President of the University



Martin L. Ischke
Chancellor

Don S. Warner
Dean

CALEB JENKINS, PE

PROJECT MANAGER



SUMMARY

Caleb Jenkins is project manager with engineering design and construction administration experience in both the consultant and government sector environments. He is able to work through complex problems with a mixture of standard and unorthodox solutions and articulate them between clients, contractors, and engineers to facilitate the best project to meet the client’s needs. Mr. Jenkins is proficient in Microsoft Office and has experience with AutoCAD and AutoCAD Civil 3D.

EDUCATION

Bachelor of Science in Civil Engineering
West Virginia University, Morgantown, WV, 2014

TRAINING AND CERTIFICATIONS

- Professional Engineer, West Virginia Board of Professional Engineers
- Construction Quality Management Certification, US Army Corps of Engineers (USACE)

RELEVANT EXPERIENCE

North Wind Group Morgantown, WV 2019 to Present	Assistant Civil Project Manager <ul style="list-style-type: none">• <i>Fortuna-Northgate Land Ports of Entry, ND, and Lancaster-Roseau Land Ports of Entry, US-Canada Border, U.S. Customs and Border Patrol, 2023-Present.</i> As Project Manager for 2 design projects, each valued at \$225K, to improve existing ports of entry by bolstering site security, expanding main buildings, and updating site infrastructure, Mr. Jenkins oversees design development and coordinates multiple disciplines while keeping these concurrent projects within scope, schedule, and budget.• <i>Portsmouth Levee Protection Project, Portsmouth, OH, USACE, 2021-2023.</i> Mr. Jenkins was the Field Engineer for this \$35M flood protection project to install a seepage barrier. He was responsible for coordinating between the Construction group and the engineering team for upcoming work and revisions to plans. Later Mr. Jenkins became the Construction Quality Control Systems Manager responsible for ensuring that work met specifications, documenting design changes for as-builts, or field changes found in the field. He also assisted the project PM with developing Rough Orders of Magnitude (ROMs) and Statements of Work (SOWs) to issue to specialty subcontractors.• <i>Portsmouth Gaseous Diffusion Plant Infrastructure Support Services Contract, Piketon, OH, Department of Energy, 2019-2021.</i> As a Construction Engineer/ Construction Manager, Mr. Jenkins aided the team in responding to client RFPs for infrastructure improvement task orders with a scope, schedule, and budget including soliciting proposals
--	---

CALEB JENKINS, PE

PROJECT MANAGER



from subcontractors. Projects ranged from \$50K culvert replacements to \$5M building rehabilitations. After award, Mr. Jenkins oversaw work being completed to ensure it met construction documents, performed evaluations for variation submittals, and worked with the engineering team if changes were found in the field that would affect design.

Pickering
Associates
Parkersburg, WV
2017-2019

Construction Administrator (2018-2019)

- Worked industrial environments to ensure contractors adhered to the design elements in plans, reviewed testing documents for accuracy, and documented progress to aid client in spend and work forecasting.
- Aided senior construction administrators with government agency projects with meetings with the client, contractors, and subcontractors to help solve issues, review submittals, and work with other engineers on Requests for Information.
- Reviewed drawings for constructability, continuity between disciplines, and errors and omissions of design.

Civil Engineer Designer (2017-2019)

- Prepared civil engineering design projects for commercial, municipal, government agency, and educational clients.
- Coordinated with other engineering disciplines on multi-discipline projects to ensure the best project drawings for the client.
- Acted as Construction Administrator on single discipline projects for industrial, commercial, and government agency work.
- Produced construction plans on public rights-of-way and worked with regulatory agencies to obtain permits and approvals.

West Virginia
Department of
Highways
(WVDOH),
District 4 Office
Bridgeport, WV
2012-2017

Assistant Traffic Engineer (2014-2017)

- Designed intersection improvement projects.
- Reviewed construction plans for traffic control and safety elements.
- Reviewed traffic impact studies for commercial projects set to impact public roads.
- Met with general public to consult on needs for WVDOH permits.
- Conducted speed studies, traffic counts, site access reviews, and safety reviews.

Assistant Design Engineer (2014-2015)

- Aided Design Engineer in project development, project design, cost estimating, and completion forecasting.
- Designed storm water systems for the entire district, ranging from simple ditches to complex underground systems in the City of Morgantown with little supervision.
- Utilized MicroStation for design files.
- Conducted field studies to collect information required to complete design and construction plans.

Resurfacing Project Manager (2014)

CALEB JENKINS, PE PROJECT MANAGER



- Oversaw material management and quality control of projects
- Worked on multiple projects simultaneously and finished all by due dates, maintaining allowed budgets, and safety of contractors.
- Reviewed plans for following year for constructability, traffic control needs, and safety precautions.

Resurfacing Project Manager Co-Op (Summers, 2012 and 2013)

- Aided other project inspectors in adherence to WVDOH specifications for paving and associated practices.
- Gained managerial skills by running projects during second summer co-op.

WEST VIRGINIA UNIVERSITY



BENJAMIN M. STATLER COLLEGE OF ENGINEERING AND MINERAL RESOURCES

*Know all persons by these presents
that the West Virginia University Board of Governors
upon the recommendation of the faculty
has conferred upon*

CALEB MICHAEL JENKINS

The Degree of

BACHELOR OF SCIENCE IN CIVIL ENGINEERING

*With all the rights, honors, and privileges thereunto
appertaining. Witness the seal of the university and
the signatures of its duly authorized officers hereunto
affixed this eleventh day of May,
two thousand fourteen.*


President of the University


Chair, West Virginia University
Board of Governors


Dean of the College


Provost and Vice President
for Academic Affairs

DOUG REIDLE
SITE EVALUATION –
SUBSURFACE



SUMMARY

Doug Reidle has more than 20 years of experience in the oil and gas industry as a site supervisor, including on projects for state, federal, and commercial contracts. He has worked for commercial companies, a state agency, and a state/federal contractor. Mr. Reidle has direct, hands-on field experience with all aspects of well plugging and abandonment including site inventory and access; work planning; landowner and owner-operator outreach; permitting; worker safety and health; field sampling and testing; state, federal, and local laws, regulations, and standards, including OSHA standards and NEPA wildlife stipulations; disposal of equipment and fluids; and site reclamation.

EDUCATION

Agricultural Business Degree Coursework

University of North Dakota, Williston State College, 1990

Associate of Applied Science Degree in Diesel Technology

North Dakota State College of Science, 1987

TRAINING

- Hydrogen Sulfide (H2S) Training – State of Montana
- Underground Injection – University of Illinois
- H2S, Medical, Fit Testing for Airpacks – PEC Premier Safeland Training
- Frac Point School, Advanced Liner School for New Horizontal Wells, Fluid Hydraulics in Wells – Baker Oil Tools
- Lufkin-sponsored Service and Maintenance Schools for Pump Units – Dan’s Production
- Advanced Liquid Nitrogen – Halliburton

RELEVANT EXPERIENCE

North Wind Group Idaho Falls, ID 2023 to Present	Site Superintendent <ul style="list-style-type: none">• Site superintendent on 3 separate task orders awarded to date under an IDIQ with Bureau of Land Management (BLM) for well P&A services:<ul style="list-style-type: none">◦ Valen Federal #1, Mohave County, AZ, \$314K (2024-2025)◦ Multiple Well Sites in Wyoming, Group 1 (12 wells), Hot Springs, Washakie, and Park Counties, WY \$1.4M (2024)◦ Spring Gulch 1-22 Hydrocarbon Well, Moffat County, CO, \$240K (2023-2024)
State of Montana, Board of Oil and Gas Conservation	Oil and Gas Inspector (Northeast Quadrant) <ul style="list-style-type: none">• Oversaw Mechanical Integrity Test (MIT) tests on Underground Injection Control (UIC) wells

DOUG REIDLE
SITE EVALUATION –
SUBSURFACE



2020-2023	<ul style="list-style-type: none">• Inspected and monitored cement programs on surface and longstring casing in new wells• Supervised plugging of abandoned wells under federal program to protect fresh water zones
DR Consulting Bainville, MT 2016-2023	Workover Completion Supervisor <i>(performed as both independent contractor for and full-time employee of Helis Oil and Gas)</i>
Petroleum Experience Dickinson, ND 2012-2016	<ul style="list-style-type: none">• Wellsite manager for all workover operations performed by workover rig crews and snubbing unit crews on new and existing wells, including several, concurrent, 24-hour operations at one time• Supervised all aspects of work including fishing, frac plug drillouts, flowback operations and coil tubing, plugging, and development of salt-water disposal wells• Assembled cost estimates and prioritized well operations• Supervised running and setting horizontal liners and hangers, including tie backs to surface on drill rigs• Monitored producing wells to further enhance production and efficiency• Reviewed well files and discussed issues at corporate meetings with service company representatives• Reported to President of Land-based Operations for Helis
Helis Oil and Gas New Orleans, LA 2011-2012	
WellPro, Inc. Williston, ND 2008-2011	Fishing/Completion Rig Supervisor <ul style="list-style-type: none">• Supervised workover and drilling operations, recovery, plug drillouts, and washover operations• Used hydraulic cutters, Clulow sockets, overshots, spears, mills, washpipe
Baker Oil Tools, Inc. Williston, ND 2005-2008	Service Supervisor, Level II <ul style="list-style-type: none">• FracPoint liner lead supervisor and trainer• Performed R&S work including packer and bridge plug operations and cement jobs from liners to squeeze jobs
Dan's Production Williston, ND 2004-2005	Pumper <ul style="list-style-type: none">• Monitored and maintained aboveground equipment on well locations, including Lufkin pumping units, ajax motors, treaters, and flow lines
Halliburton Energy Services Williston, ND 2003-2004	Service Operator <ul style="list-style-type: none">• Performed hydraulic fracturing, liquid nitrogen foam fracs, and coil tubing operations to increase production of oil and gas wells• Assisted on acid jobs and cement jobs

RONALD ZENTZ

SITE EVALUATION – SURFACE



SUMMARY

Ronald “Ron” Zentz has extensive experience in the oil and gas industry, with more than 40 years of experience drilling new production wells, plugging and abandoning orphan wells and performing associated activities. His experience includes gas production infrastructure on projects in New York, Pennsylvania, and West Virginia. He has current knowledge of well production methodologies including historic infrastructure, well plugging and abandonment procedures such as drilling, milling, tool fishing, plug types, and cementing procedures.

TRAINING

- Supervisor 40 Hr. OSHA HAZWOPER
- CPR & First Aid
- Safeland
- Confined Space
- Class A CDL

RELEVANT EXPERIENCE

North Wind Group Idaho Falls, ID 2022 to Present	Site Supervisor, Plug and Restore Abandoned Gas Well Sites, New York <ul style="list-style-type: none">• Oversees plugging and abandonment of orphaned oil and gas wells, water injection wells, and other types of wells associated with the production of oil & gas under 3, concurrent contracts with the State of New York<ul style="list-style-type: none">○ Review site permits and licenses of operating contractors○ Obtain permits○ Execute access agreements○ Develop procurement strategies○ Develop bid packages○ Inspect and evaluate wells identified for plugging and abandonment○ Manage plugging and abandonment field activities and subcontractors○ Ensure compliance with NYSDEC, project, and permit requirements○ Note safety violations and issue documentation such as stop-work orders to contractors or owners○ Prepare daily field reports and plugging reports, and take site photos○ Increase customer satisfaction by resolving issues○ Provide information about methods and materials to correct problems and bring construction in compliance with ordinances
---	--

RONALD ZENTZ
SITE EVALUATION –
SURFACE



and codes. Prepare and submit reports detailing findings and any actions taken.

- Develop team communications and information for meetings

**Zentz's Well
Service**
Mayville, NY
2005-2019

Owner / Operator

- Owner and lead driller performing well maintenance, well plugging and abandonment services, and pipeline installation and repair in New York and Pennsylvania
 - Supervised employees
 - Coordinated equipment, contract bidding, and negotiation
 - Managed drilling operations and service activities
 - Issued permits and plugging reports
 - Managed day-to-day business operations
 - Managed project components such as rig operations, estimating, equipment management, and HSE compliance
 - Trained crew members on drilling operations, equipment maintenance, and safe working practices
 - Monitored drilling operations and machines Coordinated and managed all rig moving operations Managed initial move and rig-up, rig commissioning and commencement of 6 rig drilling operations
 - Operated heavy equipment
 - Operated service, swab and drilling rigs and inspected before-and-after use to maintain functionality and safety

Fortis
St. Clairsville, OH
2010-2011

Supervisor of Operations

- Supervised proper set up, dismantling and removal of equipment at work sites
- Supervised frac plug drilling in Utica formations
- Monitored all aspects of well control
- Conducted environmental impact assessments for projects to identify potential risks to subsurface materials
- Kept equipment running correctly by expertly diagnosing malfunctions and completing repairs
- Maintained safe and secure job site to prevent injuries, accidents and mistakes during drilling operations
- Operated controls to raise derricks or level rigs
- Photographed site images and compiled images with reporting documentation for submission to supervisor
- Operated and adjusted equipment used to obtain proper depths of up to 21,000 feet
- Operated equipment to cut metals into frames as per designs

RONALD ZENTZ
SITE EVALUATION –
SURFACE



- Measured, weighed and mixed drill mud chemical ingredients together using high pressure pump
- Installed pressure-control devices onto wellheads
- Conferred with coworkers to gather information regarding pipe or tool sizes or borehole conditions in wells

Arvilla
Westfield, NY
1994-2005

Operator

- Operated service equipment, rigs, pumps, heavy equipment, water truck and tractor trailer
- Managed project components such as rig operations, providing quotations, equipment management, and HSE compliance
- Supervised and coordinated production activities of site facilities to meet set production and work targets to meet safety standards
- Displayed sound knowledge of safe operating and emergency procedures development and implementation
- Performed production operations necessary for rigging
- Worked with supervisor to coordinate workflow and updated daily production team accordingly
- Monitored drilling operations and machines

Ramco Drilling
Jamestown, NY
1985-1994

Driller

- Lead driller for oil and gas production wells across New York, Pennsylvania and West Virginia
- Managed project components such as rig operations, providing quotations, equipment management and HSE compliance
- Determined accurate angles and depths before drilling or giving instructions
- Managed initial move and rig-up, rig commissioning and commencement of rig drilling operations
- Supported management of drilling and rig move operations
- Completed field reports and boring logs on daily basis and discussed issues with site supervisor
- Followed established business practices, regulatory requirements, and job-safety protocols
- Monitored gauge readouts and machinery to assess current conditions and adjust settings
- Managed rig subcontractors to maintain safe and efficient operations of rig equipment

SCOTT WEBSTER

SENIOR BIOLOGIST



SUMMARY

Scott Webster is a degreed biologist with 23 years of professional experience in wildlife, vegetation, wetland studies, and environmental site assessments (ESA) Phase I. Mr. Webster has conducted biological assessments (BA) studies throughout the US, all of which required review of potential impacts on federally listed species protected under the ESA and prepared documents needed for Section 7 consultation.

He has conducted BA on ESA-listed species for over 70 projects including, most recently, for a wild and scenic river study of the Blackfoot River and the Bear River in southeast Idaho for the US Bureau of Land Management (BLM).

Mr. Webster has been involved with 3 leases on public lands for oil and gas sales and on more than 30 BLM grazing allotment renewals on public lands in Arizona and Utah, which required the assessment of potential impact to ESA-listed species.

He has worked on Environmental Assessments under the National Environmental Policy Act (NEPA), including a wild and scenic river study of the Blackfoot River and the Bear River in southeast Idaho for the BLM and fiber-optic cable installation and ski resort expansion for private clients.

In addition, Mr. Webster has provided technical support to North Wind's Cultural Resources Group on more than 50 field surveys.

EDUCATION

Bachelor of Art Degree in Biology

Idaho State University, Pocatello, ID, 1999

Associate in Science Degree in Conservation and Natural Resource Management

Ricks College, Rexburg, ID, 1997

TRAINING

- 40-hour HAZWOPER Training
- USFWS "Developing a Biological Assessment" Training
- 38-hour USACE Wetland Delineation Training (Certificate No. [REDACTED])
- Orientation on the 2007 Arid West interim Regional Supplement of the USACE Wetland Delineation Manual
- Multiple Indicator Monitoring (MIM) of Stream Channels and Streamside Vegetation Training
- Idaho OHV Training
- National Rangeland Inventory (NRI) Training in Nevada and Wyoming
- Assessment, Inventory, and Monitoring (AIM) Terrestrial Field Methods
- 2016 Idaho Bird Partnership Avian Tools for Conservation Planners
- Medic/Wilderness First Aid

RELEVANT EXPERIENCE

North Wind
Group
Idaho Falls, ID
2002 to Present

As a biologist with North Wind’s Natural Resources Department, Mr. Webster is responsible for all phases of project document preparation, data collection, and site surveys. A representative, partial list of relevant projects Mr. Webster has completed during his 22-year tenure with North Wind is provided below.

- Project Lead for numerous biological assessments for the BLM, Idaho Transportation Department, FAA, and Arizona Power Administration to analyze potential impacts to TES caused by the installation of bridges, powerlines, pipelines, roadway improvements or replacements, and fiber optic systems.
- Prepared biological assessments and evaluations for TES species associated with a timber salvage project for the USFS, including compiling information gathered on past studies performed in the project area, assessing onsite habitat, and gathering specific species information. During onsite habitat assessments, completed surveys to determine presence/absence of individuals based on direct observance. Made a determination of effect for each species associated with the project area.
- Crew Lead performing National Rangeland Inventory (NRI) studies at 116 sampling units on hundreds of designated segments of BLM-managed and private lands in northern Nevada, Arizona, Utah, and Wyoming. Used both NRI protocol and Assessment, Inventory, and Monitoring (AIM) terrestrial field methods. Plots were located using research-grade GPS unit, vegetation was identified to species level when possible, vegetation was measured to identify the tallest herbaceous and woody species at specific points along plot lines, canopy gaps greater than 1 foot in length were measured along the plot lines, soils were characterized to a depth of 20 inches, sagebrush shapes were taken along designated points along plot lines, and photos of plot lines were taken at all 4 ends.
- Crew Lead on wildlife and vegetation clearances for proposed relocation of the Freeman Memorial Airport in Hailey, ID. Led the team in performing sensitive plant and wildlife clearances at 4, potential locations. Identified the presence of both BLM Special Status plant populations and BLM Special Status wildlife individuals occurring in 1 of the 3 proposed locations. Delineated multiple wetlands location within and adjacent to all of the proposed relocation parcels.
- Completed a 3-year wildlife and vegetation survey at Areva Eagle Rock Enrichment Facility, west of Idaho Falls, Idaho:
 - Identified presence and use of location by greater sage-grouse and other BLM-sensitive wildlife species. Conducted wildlife surveys using pedestrian surveys through the project location to

identify sign of use by individuals. Recorded direct observation of individuals and sign (i.e., scat, burrows, nests, etc.) via research-grade GPS unit. Analyzed and included collected data in a report that summarized the findings.

- Identified presence and condition of vegetation species present within project area. Conducted vegetation surveys using line-point intercept protocol on designated location to identify species composition, abundance, and vigor.
- Provided technical support for trend and frequency analysis on grazing allotments for the Monticello, Utah BLM Field Office and Salmon and Challis, Idaho BLM Field Offices. Identified vegetation within each study plot, recorded plant frequency within the study plot, and calculated trend impacts.
- Completed approximately 35 right-of-way BLM grant application projects. Collected and analyzed data for environmental elements including special status wildlife resources, botanical resources, cultural and historic resources, and hazardous waste resources occurring on or within close proximity to the project location. Included the results of potential impact to these resources in an Environmental Assessment document. In some cases, data was previously collected by BLM and was analyzed and incorporated into the document.
- Performed noxious and invasive weed surveys on 11 USAF installations in 6, different states. Identified state and federally listed noxious and invasive weeds, mapped their location using GPS, and compiled a report outlining potential controls methods and recommendations used for the control and eradication of these species. Returned to 1 of the bases to reassess the presence of noxious weeds. (Also performed noxious weed surveys on 5 National Wildlife Refuges in Florida.)
- Performed mesquite bosque habitat surveys to identify wildlife habitat on the US DoD Yuma Proving Grounds in Yuma, AZ. Identified potential bosque locations using aerial imagery and then ground-proofed and recorded using GIS and digital photographs. Documented habitat characteristics including identifying and cataloging presence of vegetation, density of mesquite, and canopy cover using line-point intercept.
- Completed forestry inventories for 3 BLM field offices in Idaho. Identified different tree and understory species and took measurements (height, diameter at breast height (dbh), canopy cover, age) and identified diseased trees. Collected all data in accordance with BLM Forest Vegetation Information System (FORVIS) standards. (Also served as a primary team member on a white bark pine study for BLM Challis Field Office that used FORVIS.)
- Field Lead/Biologist on a Professional Services Material Transfer Agreement for the USFS at Salmon-Challis National Forest, ID:

SCOTT WEBSTER SENIOR BIOLOGIST



- Provided biological services including gathering and compiling data compilation, GIS mapping, and verifying data, while applying quality assurance concepts to analysis.
- Provided professional rangeland services to conduct plant identification using line-point intercept methodology and shrub canopy cover analysis to quantify shrub productivity on 17 allotments for the Lost River Ranger District in Mackay, ID.
- Collected data on riparian areas (both streamside and lentic) in relation to livestock, access, and level of impacts on 2 allotments (5 stream channels) for the Leadore Ranger District in Leodore, ID. Used Groundwater-Dependent Ecosystem (GDE) Level 1 Inventory methodology.
- Conducted Multiple Indicator Monitoring (MIM) at 18 streams for the Challis Yankee Fork River-Ranger District. Collecting data for plant identification meeting wetland or hydric classification, wetland plant type, stubble height, stream gradient, substrate class, pebble count and size, stream bank alteration indicators, woody species use, green line composition, woody species height class, stream bank stability and cover, woody species age class, and green line to green line width. Photographed each site and collected GPS locational data. All field data collected (ranging from 1,000 to 1,800 points of data per MIM) was evaluated for quality assurance and entered into a standard MIM electronic data entry module for final analysis.
- Provided technical support and performed wetland delineations for approximately 20 private developers, NPS, BLM, and Idaho Transportation Department in accordance with the *1987 Army Corps of Engineer Wetland Delineation Manual* and the *2008 Regional Supplement to the Corps of Engineers Wetland Delineation Manual*. Conditions ranged from forest habitat to arid desert conditions along roadways or proposed road alignments, including at Yellowstone National Park and Mammoth Hot Springs. The wetland delineations were accepted and approved by the US Army Corps of Engineers.

Idaho State University

Know all persons that we the State Board of Education,
upon the recommendation of the President and the Faculty
of the Idaho State University have admitted

Scott Jason Webster

to the degree of
Bachelor of Science
Biology

with all the rights and responsibilities pertaining thereto

In testimony Whereof, we have subscribed our names on this seventeenth day of December,
nineteen hundred and ninety-nine.

Harold Webb
President State Board of Education

Al. E. [Signature]
President of Idaho State University

Tom Boyd
Secretary State Board of Education

TONY RUHLMAN, PMP

NEPA SME



SUMMARY

Mr. Ruhlman has 30 years of professional consulting experience. He provides project management and technical knowledge to industrial, federal, state, and municipal clients in the areas of natural resources and site evaluation. Mr. Ruhlman’s particular fields of expertise include NEPA analysis and documentation, threatened and endangered species surveys, natural resource assessments and management plans, environmental baseline surveys, Section 404 permitting, and wetland delineation / assessment. He has served as a project manager and lead author/analyst for numerous NEPA documents across the United States since 1995, successfully completing NEPA documents for the Army, Air Force, Forest Service, Department of Justice (FBI), Department of Agriculture (NRCS), and Department of Health and Human Services (NIH) with a geographic range extending from interior Alaska to St. Croix, US Virgin Islands. He maintains a strong working knowledge of all federal agency regulations regarding NEPA implementation.

EDUCATION

- Master of Science Degree in Biology

Central Michigan University, 1992
- Bachelor of Science Degree in Biology

Alma College, Alma, MI 1988

TRAINING

- Project Management Professional (PMP), PMI [REDACTED]

RELEVANT EXPERIENCE

<div>North Wind Group</div> <div>Idaho Falls, ID</div> <div>2005 to Present</div>	As a Program Manager/Senior Project Manager in North Wind’s Resource Consulting Department, Mr. Ruhlman manages and conducts a broad array of NEPA and natural resource projects for a variety of clients in the public and private sectors. A sampling of recent and notable project experience during his 20+ years with North Wind is given below:
NEPA	
<div>National Park Service</div>	Environmental Assessment for the Grand Teton National Park Bighorn Sheep Winter Habitat Protection Plan (ongoing)
<div>Natural Resources Conservation Service</div>	<ul style="list-style-type: none">Watershed Plan-Environmental Assessments for the Rehabilitation of Five Dams in the Little Schuylkill River Watershed, Schuylkill County, PA (ongoing)Watershed Plan-Environmental Assessments for the Rehabilitation of the Walker Lake Dam in the Middle Creek Watershed, Snyder County, PA (ongoing)

National Institutes of Health	Environmental Assessment for the Rehabilitation of Discovery Lake Dam (2024)
Federal Bureau of Investigation	<ul style="list-style-type: none">• Environmental Assessment for the FBI Multipurpose Range Complex Upgrades (2024)• Supplemental Environmental Assessment for the Applied and Technical Training Campus Phase I on Redstone Arsenal, AL (2021)• Environmental Assessment of Five Facilities on Redstone Arsenal, AL (2020)• Environmental Assessment for the North Site Master Plan on Redstone Arsenal, AL (2018)• Environmental Assessment of the Ballistics Research Facility on Redstone Arsenal, AL (2017)• Environmental Assessment of the Expansion of the Hazardous Devices School on Redstone Arsenal, AL (2016)• Environmental Assessment of the Construction and Operation of a Terrorist Explosives Device Analytical Center Main Campus and Intake Center at Redstone Arsenal, AL (2011)• Numerous records of consideration between 2017 and 2019
Malmstrom Air Force Base, MT	Environmental Assessment for the UH-1N Replacement Beddown (2020)
Patrick Air Force Base, FL	Environmental Assessment for Construction and Operation of 6 Outdoor Recreation Beach Cottages (2019)
Travis Air Force Base, CA	<ul style="list-style-type: none">• Environmental Assessment for Perimeter Fencing (2018)• Environmental Assessment of Family Camp Expansion (2016)• Environmental Assessment of Scandia Elementary School Lease Renewal and Renovation (2015)
National Institutes of Health	Preliminary Environmental Impact Analysis for Expansion and Renovation of the Surgery and Radiology Building and Parking Deck (2020)
Mississippi State Port Authority	Environmental Impact Statement for the Port of Gulfport Expansion Project, Harrison County, MS (provided noise and HTRW expertise as a subcontractor to Atkins, 2015)
Georgia Army National Guard	<ul style="list-style-type: none">• Environmental Assessment for the Proposed Improvements to the Former Lorenzo Benn Youth Development Center Site, including Proposed Regional Readiness Center, Warehouse, and Dismounted Training Area, Fulton County, GA (2011)• Environmental Assessment of the Proposed Construction and Operation of a Regional Readiness Center at the Former Macon Regional Training Institute, City of Macon, Bibb County, GA (2011)• Environmental Assessment of the Proposed Construction and Operation of an Improved Maneuver Area Training and Equipment Site at Fort Stewart, Liberty County, GA (2011)

TONY RUHLMAN, PMP
NEPA SME



NATURAL
RESOURCES

Fort Bliss, TX

- Conducted T&E species surveys, vegetation mapping, and wetland and surface water investigations to ensure compliance with the Environmental Protection Plan for munitions and explosives of concern remedial action over 1,100 acres adjacent to current installation boundary

Joint Base Charleston, SC

- Consulted with the USFWS and Texas Parks and Wildlife Department
- Managed a major 5-year update to the Integrated Natural Resources Management Plan
- Managed and served as lead field investigator for invasive species survey and management plan, wetland protection plan, migratory bird management plan, rare species surveys, and deer census

Hurricane Ike Response Team, TX

- Marsh Operations Recovery Coordinator for Hurricane Ike Response Team (as a subcontractor)
- Primary liaison between the EPA, which led the Unified Command, and numerous other state and federal regulatory agencies that constituted the Natural Resources Trustees
- Duties included development of hazardous container recovery plans, coordination and consultation with all regulatory agencies, and preparing reports summarizing the operations and evaluating impacts to marshes and freshwater wetland resources



*By authority of the Board of Trustees
and upon the recommendation of the faculty confers upon*

Anthony Robert Ruhlman

the degree of

Master of Science

with all the rights and honors thereto appertaining.

*In Witness Whereof, the signatures of its officers are affixed
this month of December, 1992.*

Gordon N. Lambie
Chair, Board of Trustees

Leonard E. Platts
President

EMMETT BROWN, RA

LEAD ARCHAEOLOGIST



SUMMARY

Emmett Brown is a Program Manager for North Wind Resource Consulting, LLC (NWRC). He has 26 years of archaeological experience providing cultural resources, agency consultation, environmental planning, NEPA documentation, Phase I surveys, Phase II testing, and Phase III mitigation. He is knowledgeable in state and federal laws including Section 106, NEPA, NUREG 1555 and Combined Operating License (Nuclear Regulatory Commission), and FERC.

Mr. Brown has served as a group manager, program manager, office manager, senior archaeologist, principal investigator, project manager, and field director on projects throughout the Mid-Atlantic, Midwestern and Southeastern US. His clients have included universities, state departments of transportation, federal agencies, military bases, private land developers, energy, and retail establishments. Mr. Brown has published numerous papers and reports during his career.

Mr. Brown has prior work experience as a cultural resource specialist in West Virginia, where he served as Task Manager/Principal Investigator, Field Director, Report Author, or Field Archaeologist for several Phase 1 Archeological Surveys on projects for the West Virginia Department of Transportation as an employee of Michael Baker. He also served as Project Manager for a Phase I Cultural Resources Survey at the 26-acre John Henry State Park in Talcott, WV. While residing and working in West Virginia, Mr. Brown presented several papers on state-specific archaeology topics to the West Virginia Council of Archaeologists, West Virginia Society of Archeology, and the Mid-South Archaeological Conference.

EDUCATION

Candidate for Doctoral Degree in Anthropology

University of Tennessee, 2025 (*anticipated*)

Master of Arts Degree in Anthropology

University of Alabama, 2002

Bachelor of Art Degree in Anthropology

University of Alabama, 1995

TRAINING AND CERTIFICATIONS

- Register of Professional Archeologists, 2004

RELEVANT EXPERIENCE

Mr. Brown has been employed by the North Wind Group since 2018. Previously, he was employed by companies including GEOServices, AMEC Earth & Environmental, and Michael Baker, among others. The selected project history below includes work performed on behalf of North Wind as well as for prior employers. While employed by Michael Baker, Mr. Brown served as a Cultural Resource Specialist at the company's Charleston, WV office (2002-2005), during which he served as an Archaeologist

EMMETT BROWN, RA
LEAD ARCHAEOLOGIST



performing surveys in support of several transportation infrastructure projects for the WV DOT in the coalfield region as well as throughout the State.

Phase III
Archaeological
Excavations

Project Manager/Principal Investigator, Phase III Excavation, Proposed Smokeys Baseball Stadium, Knoxville, TN, 2022-2023). North Wind conducted a Phase III excavation in the old city of Knoxville in support of the proposed Smokeys Baseball Stadium.

Project Manager/Principal Investigator, Phase III Excavation, Site 40SV43 McCroskey Island Site, Sevierville, TN, 2021. North Wind conducted a Phase III investigation to test for Early Woodland to Mississippian period cultural features. The Lead Federal Agency was the Tennessee Valley Authority.

Project Manager/Principal Investigator, Phase III Excavation, Site 40KN223, Knoxville, Tennessee (2020-2021). North Wind conducted a Phase III excavation in support of new residential development in the old city of Knoxville. Site 40KN223 is a late 19th early 20th century African American and Irish community. North Wind excavated test units and cultural features which included privies, house foundations, brick sidewalks, and other domestic related features.

Archaeologist, Phase III Data Recovery, Wal-Mart Inc., Site, Canton, Georgia, 1995. The project consisted of a Phase III excavation of a prehistoric site with Woodland components. Responsible for test unit excavation, feature excavation, and documentation.

Archaeologist, Phase III Data Recovery, Blennerhassett Island Site, Parkersburg, WV. The project consisted of a Phase III excavation of a prehistoric site with Early and Middle Archaic components for the WV DOT. Performed test unit excavation, feature excavation, and documentation.

Phase II NRHP
Testing Projects

Principal Investigator, Taum Sauk Hydro Electric Relicensing Project, AmerenUE, St. Louis, MI, YEAR. Phase I survey for 475 acres and Phase II Testing at 2 sites. Directed all phases of archaeological work in support of the relicensing for the Taum Sauk Pump Storage facility on Profitt Mountain near Ironton, Missouri. The first phase consisted of a Phase I archaeological survey on 475 acres adjacent to the Upper and Lower reservoirs. The archaeological survey resulted in the identification of 8 archaeological sites. Phase II of the project consisted of testing at Sites 23RE1170 and 23RE1171 to determine their eligibility for inclusion in the National Register of Historic Places (NRHP). Both sites contained intact prehistoric deposits and were recommended as eligible for inclusion in the NRHP. The client was able to avoid and preserve both sites from adverse effects.

EMMETT BROWN, RA LEAD ARCHAEOLOGIST



Project Manager/Principal Investigator, Phase II Investigation in the Katishie National Forest, LA, 2022-2023. North Wind conducted NRHP Phase II testing at 15 archaeological sites.

Project Manager/Principal Investigator, Phase I/Phase II Excavation and Geoarchaeological Investigation at the Davidson Campground, Pisgah National Forest, NC, 2021-2023. North Wind conducted a Phase I / II and geoarchaeological investigation along the floodplain of Davis Creek in the Pisgah National Forest. Sites ranged from Archaic to Mississippian periods.

Project Manager/Principal Investigator, Phase II Excavation at Site 15CH797 German POW Camp, Fort Campbell, KY, 2021-2022. North Wind conducted a Phase II investigation at the location of a German POW camp. The project team excavated 175, 1-meter-by-1-meter test units to determine NRHP eligibility.

Project Manager/Principal Investigator, Phase I Survey and Phase II Excavation, Croatian National Forest, NC, 2020. North Wind conducted a Phase II investigation at Site 31CR15, a middle to late Woodland site situated on Holland Point on the White Oak River on the North Carolina coast. The project consisted of the excavation of 28, 1-meter-by-1-meter test units to determine the archaeological integrity of the site.

Manager/Principal Investigator, Phase II Excavation, Site 40CY88, Celina, TN, 2020. North Wind conducted a Phase II investigation at Site 40CY88, an Early Archaic to Middle Woodland site on the Cumberland River in Clay County, Tennessee. The project consisted of the excavation of 20, 1-meter-by-1-meter test units to determine the archaeological integrity of the site.

Principal Investigator, Phase II Archaeological Investigation, Site 1Ma766, Redstone Arsenal, Huntsville, AL 2019-2020. This project included the excavation of 12, 1-meter-by-1-meter test units and the mechanical stripping of 200 square meters. The Phase II produced Late Archaic PPKs and steatite vessel sherds from an upland environment.

Principal Investigator: Phase II Archaeological Investigation at Site 40SV234, Horne Properties Sevierville, TN, 2019. Conducted a Phase II archaeological investigation at an open-air Middle Woodland site located on a terrace of the Little Pigeon River. The project consisted of the excavation of 9 test units on a terrace remnant, situated approximately 125 meters east of the river. The artifact assemblage included cord marked pottery, complicated stamped pottery, fabric impressed pottery, sand tempered pottery, lithic debitage and Fire Cracked Rock. The lead federal agency was the Nashville Army Corps of Engineers.

Phase I
Survey/Site
Identification
Investigations

Archaeologist, Phase II Archaeological Testing, West Virginia Department of Transportation, Ours Springhead Site, Moorefield, WV, 2007. The project consisted of a Phase II testing of a late Archaic-Middle Woodland site near Moorefield. Methodology included the excavation of test units, the documented features, and artifact recovery.

Project Manager/Principal Investigator, Phase I Survey, 20 acres, Gainesville, FL, 2024. Phase I archaeological field investigation in support of a 20-acre development. Prior to the fieldwork, North Wind conducted background and historical map research to determine the potential for archaeological resources and to determine if any previously identified archaeological resources were in the project area. No further archaeological work is recommended for the project area.

Project Manager/Principal Investigator, Phase I Survey, 25 acres, Durham, NC, 2024. Phase I archaeological field investigation in support of a 25-acre development. Prior to fieldwork, North Wind conducted background and historical map research to determine the potential for archaeological resources and to determine if any previously identified archaeological resources were in the project area. No further archaeological work is recommended for the project area.

Project Manager/Principal Investigator, Phase I Survey, Adairsville GA, 2024. Phase I archaeological field investigation in support of an 18 - acre development. Prior to fieldwork, North Wind conducted background and historical map research to determine the potential for archaeological resources and to determine if any previously identified archaeological resources were in the project area. No further archaeological work is recommended for the project area.

Project Manager/Principal Investigator, Phase I Survey, Bartow County, GA, 2024. Phase I archaeological field investigation in support of a 20.9-acre development located at Cassville White Road. Prior to the fieldwork, North Wind conducted background and historical map research to determine the potential for archaeological resources and to determine if any previously identified archaeological resources were in the project area. North Wind excavated 135 STPs in the project area. Shovel testing in the project area resulted in the identification of a precontact site (Site 9BR1298) and an isolated lithic flake (FS#2). Site 9BR1298 consists of a light scatter of lithic flakes recovered from an area that measured 60 m by 30 in size. No further archaeological work is recommended for the project area.

Project Manager/Principal Investigator, Phase I Survey, Haines City, FL, 2024. Prior to the fieldwork, North Wind conducted background and historical map research to determine the potential for archaeological resources and to determine if any previously identified archaeological resources were in the project area.

Project Manager/Principal Investigator, Phase I Survey, Pensacola, Escambia County, FL, 2024. Prior to the fieldwork, North Wind conducted background and historical map research to determine the potential for archaeological resources and to determine if any previously identified archaeological resources were in the project area. The 1956 and 1958 aerial photographs show possible structures in the project area adjacent to Airway Drive however, the function of these structures is unknown. North Wind identified 2 concrete foundations, assigned as Site ES06089, during the survey. Based on the absence of artifacts, the absence of standing structures, and the general disturbed nature at Site ES06089, North Wind opined that any research potential at Site ES06089 was exhausted during the Phase I archaeological survey. As a result, North Wind recommended Site ES06089 as not eligible for listing in the NRHP and recommended no further archaeological investigation.

Project Manager/Principal Investigator, Phase I Archaeological Survey, Compartment 205 and Compartment 2011, Bienville National Forest, MI, 2023. Conducted a Phase I Archaeological Survey on an 848-acre timber tract located in the Bienville National Forest, Mississippi. The survey consisted of the excavation of shovel test pits at 30-meter intervals throughout the tract.

Project Manager/Principal Investigator, Cool Springs Timber Survey Part I, Homochitto National Forest Brookhaven, MI, (2023). Conducted a Phase I Archaeological Survey on a 751-acre timber tract located in the Homochitto National Forest, Mississippi. The survey consisted of the excavation of shovel test pits at 30-meter intervals throughout the tract. 27 archaeological sites and/or isolated finds were identified during the survey.

Principal Investigator/Project Manager, Camp Croft Munitions Removal Project, Spartanburg, SC, 2020-2023. Conducted archaeological survey and archaeological monitoring in support of munitions removal at Camp Croft State Park. Camp Croft was a World War II infantry training base that was converted to a state park after World War II. North Wind identified archaeological sites on the 1200-acre tract and developed an Archaeological Management Plan (AMP) and a Standard Operating Procedure (SOP) for managing archaeological resources during the munitions removal. Managed 2, onsite archaeologists.

Project Manager/Principal Investigator, Phase I Archaeological Survey, Irwin Acres Subdivision Development, Gibbs, TN, 2023. Conducted a Phase I Archaeological Survey on a 24-acre tract located near Gibbs, Tennessee. Project consisted of the excavation of Shovel Test Pits at 30 m intervals. One precontact site was identified that contained precontact pottery. The site was recommended for Phase II NRHP testing.

EMMETT BROWN, RA

LEAD ARCHAEOLOGIST



Senior Project Manager/Principal Investigator, Phase I Cherokee National Forest, TN, 2023. Conducted a Phase I Archaeological Survey on 1170 acres on the Cherokee National Forest in eastern Tennessee. The project consisted of excavating STPs at 30-meter intervals. Managed the project manager and client, reviewed the financial progress of the project, and conducted quality control on the project.

Project Manager/Principal Investigator, Phase I Archaeological Survey, Publix Development, Whitehouse, TN, 2022. Conducted a Phase I Archaeological Survey on a 20-acre tract. Project consisted of the excavation of Shovel Test Pits at 30 m intervals. No archaeological sites were identified. Authored the report, managed the field and laboratory crew, communicated with the client, and managed the financial health of the project.

Project Manager/Principal Investigator, Phase I Archaeological Survey, Fort Campbell Army Installation, Montgomery County, TN, 2022-2023. Conducted a Phase I Archaeological Survey on a 144 acres in Training Areas 04 and 06. The project consisted of excavating STPs at 20-meter intervals. Identified seven new sites and revisited four previously identified sites. Authored the report, managed the field and laboratory crew, communicated with the client, and managed the financial health of the project.

Project Manager/Principal Investigator, Phase I Archaeological Survey, Fort Campbell Army Installation, KY 2022-2023. Conducted a Phase I Archaeological Survey on a 144-acre in Training Areas 40 and 14A. The project consisted of excavating STPs at 20-meter intervals. Identified 7 new sites and revisited 4 previously identified sites. Authored the report, managed the field and laboratory crew, communicated with the client, and managed the financial health of the project.

Project Manager/Principal Investigator, Phase I Archaeological Survey, Bienville National Forest, Forrest, MS, 2022-2023. Conducted a Phase I Archaeological Survey on a 754-acre timber tract in the Bienville National Forest. The project consisted of excavating STPs at 30-meter intervals. Identified a historic Choctaw site and recommended the site as eligible for listing in the NRHP. Authored the report, managed the field and laboratory crew, communicated with the client, and managed the financial health of the project.

Project Manager/Principal Investigator, Phase I and Phase II Investigation Footpath Divide Uwharrie Ranger District, North Carolina National Forests, Montgomery Country, NC, 2021-2022. Conducted a Phase I Archaeological Survey on 85 acres on the Uwharrie National Forest in the Piedmont of North Carolina. The project consisted of excavating STPs at 30-meter intervals. Authored the report, managed the

field and laboratory crew, communicated with the client, and managed the financial health of the project.

Project Manager/Principal Investigator, Phase I Archaeological Survey and documentation of Historic Tar Kilns, Croatian National Forest, NC, 2020. North Wind conducted a Phase I Archaeological Survey for 231 acres and the documentation of historic tar kilns.

Project Manager/Principal Investigator, Phase I Archaeological Survey for the Waste Site CNQ360, Myers Bottoms, Smith County, TN. Performed a Phase I Archaeological Survey for approximately 7 acres along the Cumberland River. Excavated 28 backhoe trenches and excavated 17 STPs to determine the level of previous disturbance in the APE and to determine the site boundaries for 40SM84. Project was performed for Tennessee DOT.

Project Manager/Principal Investigator, Phase I Survey, Georgia National Forest, 2019-2020. North Wind conducted a Phase I Archaeological survey for 590 acres on the Hitichi National Forest near Macon, GA. The project area was shovel tested at 30-meter intervals and resulted in the identification of nine sites and four Isolated Finds.

Principal Investigator, Phase I Archaeological Survey, Claiborne County, TN, 2019. Conducted a Phase I Archaeological survey for a 33-acre project area near the town of New Tazewell, Tennessee. The survey was performed to locate, record, and evaluate archaeological resources for listing in the NRHP pursuant to the criteria set forth in 36 CFR 60.4. Responsible for background research, field survey, and report production. One prehistoric site was identified and included 128 lithic artifacts and a cultural feature. The site was recommended for a Phase II investigation.

Principal Investigator, Phase I Archaeological Survey for the proposed Dollywood Amusement Park Development, Pigeon Forge, TN, 2019. Conducted a Phase I Archaeological Survey for a 25-acre project area. The survey was performed to locate, record, and evaluate archaeological resources for listing in the NRHP pursuant to the criteria set forth in 36 CFR 60.4. No artifacts or archaeological sites were identified during the survey.

Principal Investigator, Phase I Archaeological Survey, Staging Area and Bridge Removal, Freeman Road Bridge Replacement, Carter County, TN, 2019. Conducted a Phase I Archaeological survey for a laydown area in support of the Freeman Road Bridge Replacement over the DOE River. The survey was performed to locate, record, and evaluate archaeological resources for listing in the NRHP pursuant to the criteria set forth in 36 CFR 60.4. No artifacts or archaeological sites were identified during the survey. Responsible for background research, field survey, and

EMMETT BROWN, RA LEAD ARCHAEOLOGIST



report production. The project was performed for the Carter County Highway Department.

Principal Investigator, Phase I Archaeological Survey Karns Valley Business Park Development, Karns, TN, 2019. Performed an Archaeological Phase I Survey for a 35-acre expansion in support of the Karns Business Park. The survey was performed to locate, record, and evaluate archaeological resources for listing in the NRHP pursuant to the criteria set forth in 36 CFR 60.4. A total of 137 shovel test pits were excavated in the project area with all STPs negative for cultural material. Responsible for background research, field survey, and report production.

Principal Investigator, Phase I Archaeological Survey Morristown Resurfacing-East Morris Boulevard Rehabilitation, Morristown, TN, 2019. Performed an archaeological phase I survey for 3 tracts in support of resurfacing of the East Morris Boulevard. The Phase I Archaeological survey was performed to locate, record, and evaluate archaeological resources for listing in the NRHP pursuant to the criteria set forth in 36 CFR 60.4. Shovel test pits were excavated at 10 m intervals across the project area. All STPs were negative for cultural material. Responsible for background research, field survey, and report production.

Principal Investigator, Phase I Archaeological Survey, East Tennessee Progress Center, Lot 8, Morristown, TN, 2019. Performed an Archaeological Phase I Survey for 26.4-acre site. The survey was performed to locate, record, and evaluate archaeological resources for listing in the NRHP pursuant to the criteria set forth in 36 CFR 60.4. The proposed development in Lot 8 will consist of a 350,000-SF anchor building and an associated parking lot. The Phase I Archaeological survey in Lot 8 consisted of a pedestrian survey and the excavation of Shovel Test Pits at 30 m intervals. Due to past mechanical grading, Lot 8 did not possess intact archaeological sites. Therefore, further archaeological investigation was recommended for Lot 8. All STPs were negative for cultural material. Responsible for background research, field survey, and report production.

Task Manager / Principal Investigator, Phase I Archaeological Survey, Coalfields Transportation Project, Big Ridge Section, Big Ridge, WV. This project included Phase I survey for approximately 2 miles of new highway location as part of the Coalfields Transportation project. The project included the identification and determination of eligibility for of structures over 50 years of age and archaeological sites. The project was performed for the WV DOT.

Task Manager / Principal Investigator, Phase I Archaeological Survey, Willowwood Bridge, Hinton, WV. Phase I survey and testing for deeply buried archaeological deposits on the floodplain of the Greenbrier River near Hinton, WV. The project included the identification and determination

of eligibility for of structures over 50 years of age and archaeological sites. The project was conducted for a bridge replacement for the WV DOT.

Field Archaeologist, Phase I Archaeological Survey, Ann Clutter Gravesite, Greenland Gap, WV. The project consisted of hand excavation of exploratory trenches to identify historic burial shafts. The site was located adjacent to a former church and the cemetery had been moved, although one gravestone was still located in the vicinity. The trenches revealed multiple burial shafts and the subsequent excavation revealed that all human remains had been previously removed.

Field Archaeologist, Archaeological Testing, Proposed Pauper Cemetery, Bluefield, WV. The project consisted of the excavation of test units to determine if historic grave shafts were present at a purported pauper cemetery. A total of 8 surface depressions were excavated. No human internments or burial shafts were identified.

Principal Investigator / Report Author, Phase I Archaeological Survey, Shawnee Highway Raleigh County, WV. Phase I archaeological survey of 2.03 miles of highway near the Ghent Interchange. The project included the identification and determination of eligibility of structures over 50 years of age as well as archaeological sites.

Field Director / Report Author, Phase I Archaeological Survey, Moorefield Preferred Bypass from Dumpling Run Creek to US Highway 220, Hardy County, WV. Served as field director for the Phase I survey and co-author on the final report.

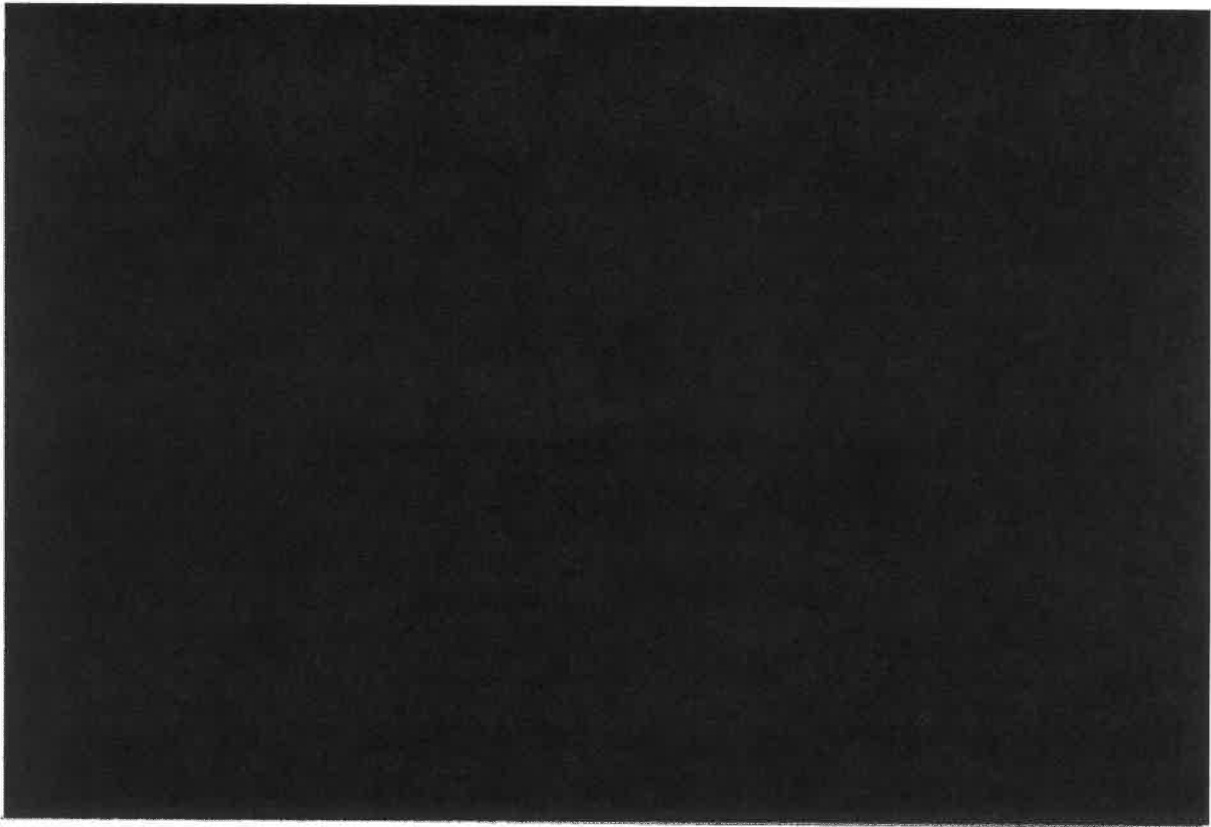
Field Archaeologist, Data Recovery, Excavations at Blennerhassett Island, WV. The project was conducted to mitigate impacts of proposed bridge tiers associated with the Corridor D Appalachian Highway system.

Project Manager, Phase I Cultural Resources Survey, John Henry State Park, Talcott, WV. Survey of 26-acre historic park property including 2 railroad tunnels and right-of-way. Provided oversight of budget, staffing, and scheduling.

SSN Information			
SSN	VALID	ISSUED LOCATION	ISSUED DATE RANGE
[REDACTED]	Y	Alabama	1974 and 1976

Note: This is a Valid Social Security Number.

WARNING: This search may not be used as the basis for an adverse action on an applicant. It should only be used to verify or correct an applicant's information, or as a tool to further research of public records or other verifications.



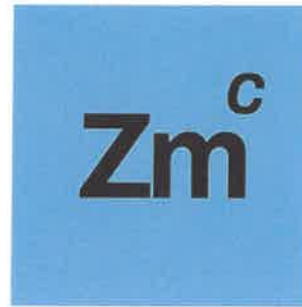
Credentials

Education Verification/Uploaded Authorization Required

RESPONSE RECEIVED	Yes	SEARCH DATE	06-21-2018 7:16 AM MDT
INSTITUTION NAME	UNIVERSITY OF ALABAMA AT BIRMINGHAM	CONTACT	Automated System
CITY, STATE	BIRMINGHAM, AL 35294	SUBJECT	NSC
INSTITUTION PHONE	205-934-8228		

Scott D. Motter

Qualified Measurement Specialist



PROFESSIONAL SUMMARY

Accomplished and detail-oriented environmental professional with over 20 years of experience in oil and gas inspection, regulatory compliance, methane leak detection, and well management. Expertise in managing field inspections, collaborating with stakeholders, and developing cost-effective solutions to mitigate environmental risks. Adept at policy development for methane mitigation and carbon credits, with a strong foundation in oil and gas operations, drilling, and service rig management. Proven ability to lead teams, resolve complex issues, and adapt to dynamic challenges to achieve departmental and organizational goals.

PROFESSIONAL EXPERIENCE

Field Supervisor

Zefiro Methane – Pennsylvania, New York, West Virginia, Ohio

July 2023 – Present

- Lead efforts to locate and inspect orphaned wells for methane leaks, ensuring environmental protection and regulatory compliance.
- Quantify methane leakage rates to provide accurate data for environmental assessments and to support regulatory actions.
- Collaborate with public and private stakeholders, as well as local and state governments, to address methane leaks from both active and abandoned wells.
- Contribute to the development of policies aimed at generating high-quality carbon credits through effective methane reduction strategies.
- Assist in developing cost-effective approaches to plugging high-priority leaking wells, balancing environmental impact with economic feasibility.

Oil and Gas Inspector/Regulator

PA Department of Environmental Protection, NW Region

February 2009 – July 2023

- Conducted comprehensive inspections of oil and gas wells at various stages, ensuring compliance with state and federal environmental regulations.
- Investigated public health and safety concerns related to oil and gas activities, providing prompt and effective resolutions to mitigate risks.
- Ensured compliance with environmental standards, safeguarding public health and reducing environmental impact through corrective actions.
- Collaborated with operators to recommend improvements for regulatory compliance and resolve violations.

Scott D. Motter

Qualified Measurement Specialist



- Managed the assembly of Federal Stimulus Plugging Packages for orphaned wells, contributing to risk mitigation efforts.
- Led investigations of gas migration incidents, identifying potential risks and implementing corrective actions to prevent further issues.
- Utilized specialized software for reporting and data management to ensure accurate and timely compliance documentation.
- Demonstrated flexibility and innovation in finding solutions to dynamic field challenges.

Drill Operator Manager

Gas Production & Services Consultants, Erie, PA

November 1998 – October 2001

- Supervised federally funded geothermal heating and cooling projects, overseeing drilling, fracturing, and completion of wells.
- Operated CP & IR rotary drilling rigs and managed personnel training in oil, gas, and water well drilling and completion.
- Operated and maintained heavy drilling equipment, ensuring safety and compliance with operational standards.

Cement Blender Operator

Allegheny Well Service, Victory Heights, PA

September 1990 – September 1991

- Mixed and pumped cement for plugging gas wells, contributing to well abandonment and environmental protection efforts.
- Constructed and operated a mobile cementing unit for remote gas well plugging operations.

Missile Maintenance Technician

United States Air Force, Malmstrom AFB, Great Falls, MT

Sept. 1986 – March 1990

- Performed maintenance on Minute Man II and III ICBMs, specializing in hydraulic and pneumatic systems.
- Maintained support equipment for ICBMs and held a Top-Secret Security Clearance.
- Developed lesson plans and instructed personnel on operating A16 and DeWalt cranes.
- Awarded the Air Force Good Conduct Medal for exemplary service.

Driller/Frac Rig Operator

Crystal Springs Oil, Seneca, PA

June 1981 – October 1985

- Operated and maintained drilling rigs and support equipment for oil and gas operations.

Scott D. Motter

Qualified Measurement Specialist



- Managed well operations from setup to completion, including core drilling and service rig operations.
- Maintained detailed logs to ensure proper documentation and operational accuracy.

EDUCATION AND TRAINING

Certificate: CPR/First Aid	Current
Chanute Air Force Base, IL, Missile Maintenance Technician	1986-1987
Oil City Area Vo-Tech, Oil City, PA	1992
Cranberry High School	1981



CERTIFICATE OF COMPLETION

This certificate is hereby awarded to

Scott Motter

for the completion of twenty total hours instruction on the
**Operation and Procedures for the
Heath RMLD-CS™ and SEMTECH HI-FLOW 2**

February 7, 2024

Date


CAROLYN HEATH HAAG
President & Chairwoman of the Board

SUMMARY

Alyssa “Ally” Boyer-Sprouse is a marketing and communication specialist with more than 5 years of experience. She has been employed by North Wind since 2022 as the corporate Public Relations Manager. She leads corporate and project teams in developing content strategies to communicate with clients, stakeholders, and the public. She has experience in digital marketing, advertising, media and public relations, and crisis communications. She has expertise in copywriting, graphic design, photography, and event planning. Her professional strengths include event planning and management and public relations. She is adept in Adobe Creative Suite, MailChimp, Microsoft Project, Google Analytics, WordPress, Adobe InDesign, and Adobe Illustrator. Ms. Boyer-Sprouse holds a Master’s Degree in Communication and Information in Advertising and a Bachelor’s Degree in Public Relations/ Advertising and Journalism. As an undergraduate, she completed 2 internships: she served as a Communications Intern at St. Jude Children’s Research Hospital in Johnson City, TN, and as the Social Media Manager / Public Relations Intern for The Bolles School (a swimming camp) in Jacksonville, FL.

EDUCATION

Master of Science in Communication and Information in Advertising
Milligan College, Johnson City, TN, 2021

Bachelor of Science in Public Relations / Advertising and Journalism
Milligan College, Johnson City, TN, 2019

RELEVANT EXPERIENCE

North Wind Group Idaho Falls, ID 2022 to Present	Public Relations Manager <ul style="list-style-type: none">• Creates, designs, implements and oversees communications programs that effectively describe and promote the organization.• Manages organization's internal/external communications activities• Prepares presentations and/or speeches geared toward employees and customers• Supports special projects and initiatives for the corporation and its subsidiaries companies and projects• Enhances communications between company and employees, clients, government, and communities
Tennessee Orthopedic Clinics Knoxville, TN 2021-2022	Digital Marketing Strategist <ul style="list-style-type: none">• Oversaw the marketing and online presence for the practice• Managed internal and external communication including advertising, marketing, media relations, public relations, social media, crisis communications, et al.

ALYSSA BOYER-SPROUSE
COMMUNICATION
SPECIALIST



- Utilized skills including photography, graphic design, print and website editing, copywriting, and marketing to execute communication projects and assignments
- Planned events including coordinating vendors, organizing presentations, and facilitating event activities

University of
Tennessee
Knoxville, TN
2019-2021

Communications Specialist

- Responsible for maintaining the online presence of the University's Graduate School
- Regularly updated the School's website and social media accounts
- Conducted market research
- Designed graphics for campaigns and events
- Managed and monitored ongoing marketing campaigns

Milligan College
Johnson City, TN
2017-2019

Communications Specialist

- Conducted market research for upcoming promotional campaigns
- Executed timelines for promotional and fundraising events
- Designed graphics for student-life events, including brochures, flyers, posters, and logos
- Photographed College sporting events that were used in College publications or for distribution to the public

The Trustees
of
The University of Tennessee

on the recommendation of the Faculty have conferred on

Alyssa Marie Boyer

the degree of

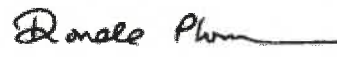
Master of Science

with all Rights, Privileges and Honors thereunto appertaining.

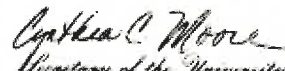
In witness whereof this diploma is granted and the Seal of the
University and signatures of the Chair of the Board, President of the University,
Secretary of the University, Chancellor and Dean are hereunto affixed.

Given at Knoxville in the State of Tennessee this eighth day of May
in the year of our Lord two thousand twenty-one
and of the University the two hundred and twenty-seventh.


Chair of the Board of Trustees


Chancellor




Secretary of the University


President


Dean