



NEWSLETTER

THIRD QUARTER 2025



Photo: Vandolah Power Plant, owned by Northern Star Generation and operated by CAMS, is a 680-megawatt, dual fuel, peaking plant.

About CAMS

At CAMS, our founding principle is to add value through superior management and operation of our clients' infrastructure assets.

Our mission is to create value for our customers through innovative management and operations services. We provide sustainable, value-added services for owners of infrastructure assets, including some of the largest financial institutions, independent power producers (IPPs), manufacturers, and private equity firms in the world.

TABLE OF CONTENTS

EHS&R Corner

02

HR Corner

12

EHS&R Corner

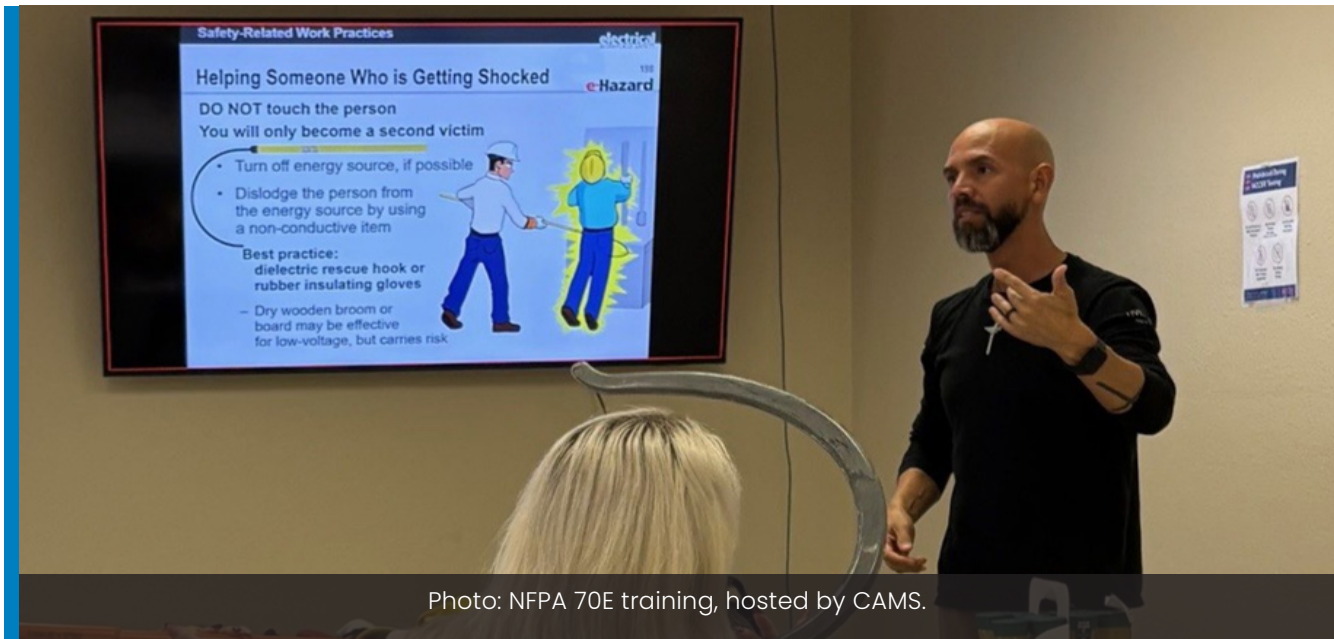


Photo: NFPA 70E training, hosted by CAMS.

NEWS INSIDE

NFPA 70 Safety Training (Page 02)

MATS & GHG Regulatory Update (Page 05)

Training on the go: A Brush's Tradition (Page 08)

Vandolah LOTO Building (Page 09)

AssurX Implementation Update (Page 10)

As a company dedicated to operational excellence and the well-being of our employees, CAMS places a premium on workplace safety. Electrical hazards, while often unseen, can pose some of the most serious risks across our facilities. CAMS is taking a proactive step to protect our workforce and reinforce our organizational values through participation in NFPA 70E training.

(Continued next page)

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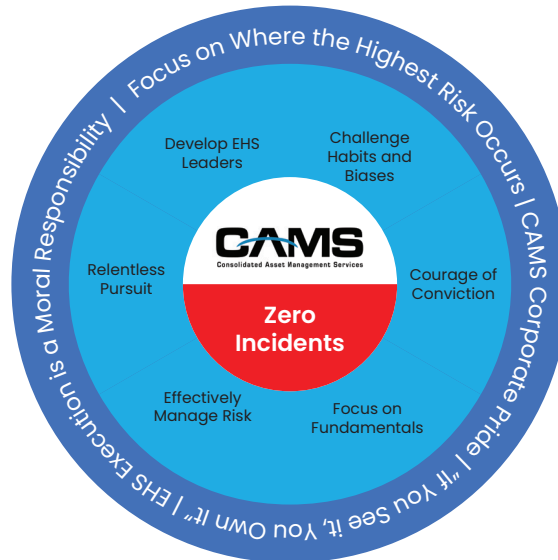
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NFPA 70E Training: Enhancing Safety through Excellence Commitment

By Ben Vodila, Vice President Health & Safety



This training is not just a regulatory obligation—it's a strategic investment that strengthens our safety culture and operational reliability.

CAMS recently provided 16 employees from Corporate Health & Safety, NERC/Regulatory, and Environmental departments with two days of hands-on NFPA 70E training, aimed at preparing staff to address electrical-related challenges in the field.

Understanding NFPA 70E in the CAMS Context

NFPA 70E serves as a leading standard for electrical safety in the workplace, outlining critical practices, procedures, and Personal Protective Equipment (PPE) requirements. For CAMS, embracing these guidelines means empowering our Health & Safety team with the latest knowledge to identify, assess, and control electrical risks at the site level. This positions us at the forefront of compliance and best practice within our industry.

The Role of Training in Electrical Safety for CAMS

Written procedures are foundational, but their effectiveness depends on how well our employees understand and apply them. Through NFPA 70E training, the CAMS Health & Safety Department can:

- **Increase Hazard Awareness:** Team members will be able to recognize arc flash, shock, and other electrical hazards, allowing them to take the right precautions and guide others effectively.
- **Promote Proper Use of PPE:** Training ensures that our team can select, inspect, and use PPE correctly, reducing the risk of injury for themselves and others.
- **Strengthen Safe Work Practices:** By learning best practices for de-energizing equipment, lockout/tagout, and establishing safe boundaries, our department sets the standard for operational safety company-wide.

NFPA 70E Training (cont.)

- **Improve Incident Response:** Quick, knowledgeable responses to electrical incidents can save lives. Trained team members can provide first aid, manage emergencies, and facilitate rapid recovery.
- **Ensure Compliance and Reduce Liability:** Training demonstrates CAMS's commitment to meeting or exceeding regulatory requirements, reducing legal risks and reinforcing our reputation as a responsible employer.

Reducing Workplace Incidents and Costs

The training incorporates essential components such as hands-on exercises, scenario-based learning, and regular refreshers to reinforce knowledge and skills relevant to CAMS facilities. By documenting each step and maintaining continuous communication, the program supports audit readiness and encourages ongoing improvement in workplace safety practices.



Conclusion

CAMS EHSR's participation in practical NFPA 70E training is indicative of our commitment to safety and excellence. This investment will not only help safeguard our employees but also strengthen our company culture and industry standing. The value of this training will be on full display as it is applied and shared throughout the fleet.

CAMS EHSR will incorporate NFPA 70E training into safety audits, reviewing both compliance and practical use. Internal reports will share assessment results to highlight successes and opportunities for growth.

Additionally, the NFPA 70E training equips staff to answer site-specific questions, ensuring consistent communication across CAMS locations. Linking audit findings with training outcomes encourages transparency, ongoing improvement, and sets clear standards for safety throughout all facilities.

For questions or feedback regarding the CAMS Health and Safety program, please contact: Ben Vodila, Vice President of Health & Safety (bvodila@camstex.com).

MATS & GHG Regulatory Update

By Al DePaoli, Regional Environmental Manager and Jordyn Taylor, Environmental Associate



On June 11, 2025, the U.S. Environmental Protection Agency (“EPA”) Administrator Lee Zeldin announced two regulatory rollback proposals. These proposals signal a major shift in federal environmental policy, as they suggest repealing key regulations from within the Mercury Air Toxics Standards and Greenhouse Gas Emissions Standards that are imposed upon fossil fuel-fired power plants. According to Zeldin, the repeals aim to reduce regulatory burdens on the power sector, bolster domestic energy production, and reduce America’s dependence on foreign energy sources. This marks a significant departure from the Biden-Harris administration’s climate agenda and a renewed emphasis on the affordability and reliability of electricity.¹

Although environmental advocates have expressed concern that the suggested repeals will lead to increased air pollution and public health risks, the proposals have been welcomed by several lawmakers and industry groups who maintain that the previous regulations were overreaching and detrimental to U.S. energy independence.

Mercury and Air Toxics Standards (MATS) Repeal²

The MATS rule, which applies to coal- and oil-fired electric utility steam generating units (“EGUs”), was amended in 2024, although several of these amendments were thought to contribute to the shutdown of coal-fired power plants and the weakening of energy reliability in America. The recent EPA proposal³ seeks to repeal the following amendments:

- The filterable particulate matter (“fPM”) emission standard for existing coal-fired EGUs was lowered to 0.010 lb/MMBtu.

 >> The proposal suggests reverting to the previous standard of 0.030 lb/MMBtu.
- The fPM emission standard compliance demonstration requires all coal- and oil-fired EGUs to use PM continuing emissions monitoring systems.

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MATS & GHG Regulatory Update (cont.)

>> The EPA proposes giving owners and operators other options for demonstrating compliance with the fPM standard, such as continuous parametric monitoring systems or quarterly stack testing.

- The mercury (“Hg”) emission standard for existing lignite-fired EGUs was lowered to 1.2 lb/TBtu.

>> The agency proposes reverting to the previous Hg standard of 4.0 lb/TBtu.

- The EPA is also proposing to reinstate the low-emitting EGU (“LEE”) program for fPM and individual and total non-Hg hazardous air pollutant (“HAP”) metals, which reduces the required frequency of stack testing if an EGU’s emissions are less than 50 percent of the applicable emission limits.

The EPA argues that the 2024 amendments created significant compliance costs without proportional public health benefits. The agency estimates that this repeal of the 2024 MATS amendments would save up to \$1 billion in regulatory costs over a decade (beginning in 2028), or at least \$120 million per year.

Greenhouse Gas (“GHG”) Emissions Standards Repeal⁴

As part of the June 11 announcement, the EPA reported its intent to repeal GHG standards for all fossil fuel-fired power plants/EGUs promulgated under Section 111 of the Clean Air Act. Such an action would reverse several rules established under both the Obama and Biden administrations. The proposal⁵ suggests repealing the following specific requirements:

- All New Source Performance Standards (“NSPS”) for coal and gas power plants, promulgated on October 23, 2015,
- NSPS for coal-fired steam generating units undertaking a large modification,
- NSPS for new gas power plants promulgated in the Carbon Pollution Standards (“CPS”) on May 9, 2024, and
- Emission guidelines for existing coal-, oil-, and gas-fired steam generating units, also promulgated in the CPS on May 9, 2024
- As an alternative, EPA is proposing to repeal the most burdensome set of requirements promulgated in the CPS for new and existing fossil fuel-fired power plants. These include:
 - >> Emission guidelines for existing coal-, oil-, and gas -fired steam generating units promulgated in the CPS on May 9, 2024,
 - >> The carbon capture and sequestration/storage (“CCS”)-based standards for coal-fired EGUs undertaking a large modification, and

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MATS & GHG Regulatory Update (cont.)

>> The CCS-based standards for new base load stationary combustion turbines.

The agency is also proposing that the Clean Air Act requires the Agency to determine that the emissions from fossil fuel-fired power plants contribute significantly to dangerous air pollution before issuing regulations. Until these findings are confirmed, the EPA is asserting that GHG emissions from fossil fuel-fired power plants do not contribute significantly to dangerous air pollution.

Once again, the agency has argued that these emissions standards impose significant costs on fossil fuel-fired power plants, threatening grid reliability and increasing energy prices for consumers. EPA estimates that this proposal would save up to 19 billion in regulatory costs over about two decades (beginning in 2026), or about \$1.2 billion per year.



Looking Ahead

These proposed changes bring uncertainty for operators of fossil fuel-fired power plants who may have already begun compliance activities or planned to change to renewable generation. Power plant owners and operators should monitor this rulemaking. Early preparation for potential stakeholder engagement and collaboration with industry associations can help mitigate the impact of potential changes during this transition period.

Both proposals are expected to face legal challenges, with environmental groups and some states likely to contest the rollbacks. However, the EPA appears confident in the legal and economic rationale behind these changes. If approved, the agency aims to finalize the repeals by the end of 2025. For more information, visit the [EPA's official news release](#).

¹[EPA Proposes Repeal of Biden-Harris EPA Regulations for Power Plants, Which, If Finalized, Would Save Americans More than a Billion Dollars a Year | US EPA](#)

²[Federal Register: National Emission Standards for Hazardous Air Pollutants: Coal- and Oil-Fired Electric Utility Steam Generating Units](#)

³[Fact Sheet - Proposal to Repeal Revisions to the Mercury and Air Toxics Standards for Power Plants](#)

⁴[Federal Register: Repeal of Greenhouse Gas Emissions Standards for Fossil Fuel-Fired Electric Generating Units](#)

⁵[Fact Sheet](#)

Training on the go: A Brush's Tradition

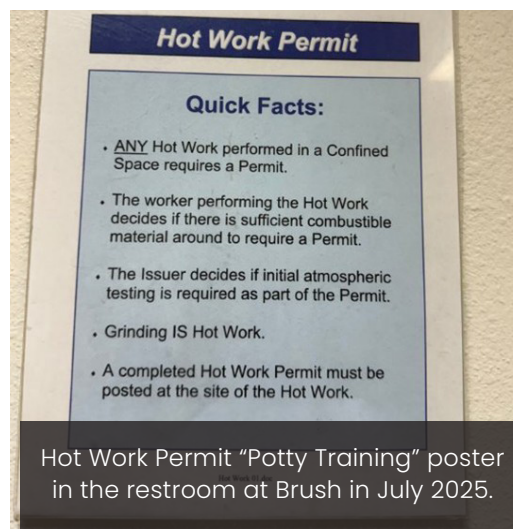
By Adam Rogge, Regional Environmental Manager, and Sarah Jacobs, Environmental Associate



Photo: Brush Generation Facility, Morgan, Colorado. CAMS provides O&M services.

At the Brush Generation Facility (“Brush”) in Morgan, Colorado, safety training doesn’t stop at the classroom door—or even the control room. In fact, one of the most effective and enduring methods of Environmental, Health, and Safety (“EHS”) communication happens in one of the most unexpected places: the restroom.

Affectionately dubbed “Potty Training,” this initiative involves posting one-page EHS training sheets in restroom stalls and above sinks, turning everyday moments into opportunities for learning. These concise, visually engaging sheets cover a range of topics: from PPE reminders to hot work permits—reinforcing key safety messages in a format that’s impossible to ignore.



Hot Work Permit “Potty Training” poster in the restroom at Brush in July 2025.

This creative approach isn’t new. In fact, it’s a tradition that dates back over a decade. When Adam Rogge visited the facility in July for the 2025 internal environmental assessment, he was thrilled to see the practice still going strong. “I remember when we first started doing this back when I worked at the facility over 10 years ago,” Adam shared. “It was a simple idea, but it stuck—literally and figuratively. It’s great to see the team still embracing it.”

The continued success of “Potty Training” speaks to the Brush team’s commitment to embedding safety into every aspect of the work environment. By meeting employees where they are—sometimes quite literally—the facility ensures that EHS awareness remains top of mind, every day.

So next time you’re at Brush, don’t be surprised if your restroom break comes with a side of safety wisdom. It’s just another way the team is keeping training fresh, relevant, and always within reach.

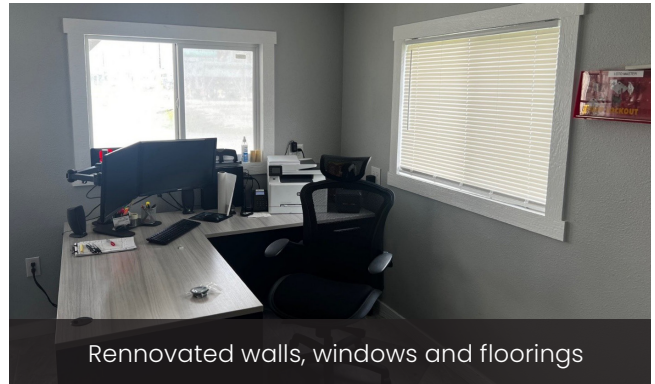
Brush is a 310 MW natural gas-fired power plant owned by Global Infrastructure Partners. CAMS provides Operations & Maintenance services.

Enhancing Safety and Sustainability: Vandolah's New LOTO Building

By Sara Rojas, Environmental Associate



Dedicated LOTO building



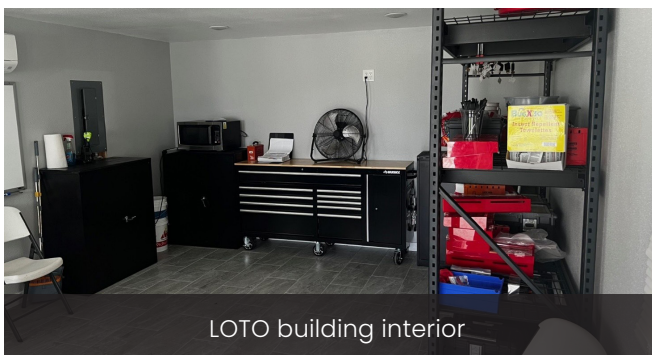
Renovated walls, windows and floorings

At power plants, LOTO—short for Lockout/Tagout—is a vital safety procedure designed to protect workers from hazardous energy during equipment maintenance or servicing.

The Vandolah facility, a simple cycle electric generating site spanning approximately 39.26 acres, houses four dual-fuel combustion turbine-electric generators, totaling 680 MW in capacity. With a typical on-site staff of 13 to 15 employees, outages bring a flux of contractors through the administration buildings, increasing the need for organized and secure LOTO procedures.

Previously, a rented trailer was brought on-site during outages, and staff were permitted to use a portion of the space for Lockout/Tagout activities. Once the trailer was no longer needed, it was removed from the premises. This led to the initiation of plans to construct a permanent, dedicated LOTO building. During one outage, while construction was underway, contractors temporarily reverted to using the administration building for LOTO procedures. In 2024, the dedicated LOTO building was installed, and by the time of the 2025 Annual Environmental Site Visit, the facility proudly showcased the completed structure.

What makes this project stand out is the hands-on involvement of the site staff. Aside from the foundation, building shell, and air conditioning, the site team took on the rest of the work themselves—installing drywall and flooring, painting walls, adding fixtures, and even completing the door and window trim. Their efforts saved the site approximately \$30,000, fostered team cohesion, and resulted in a space they could proudly present to visitors—all



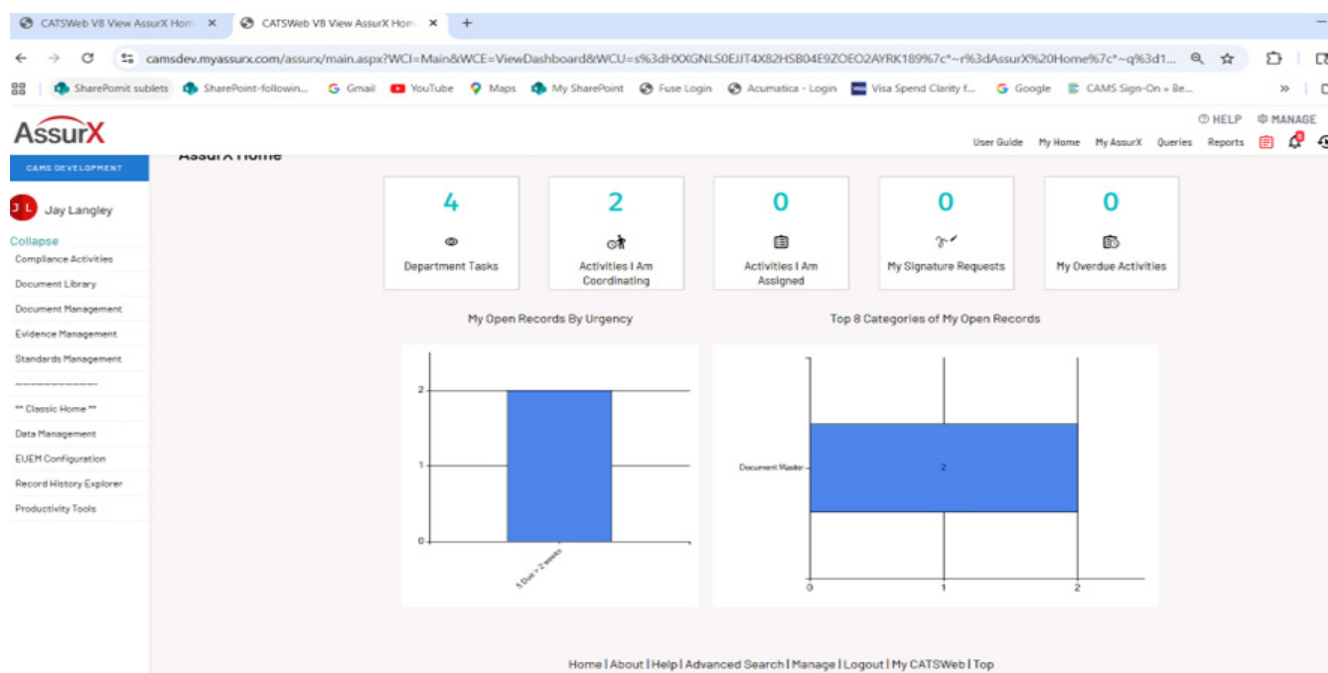
LOTO building interior



Shelf system made by Vandolah team

AssurX Implementation Update

By Jay Langley, AssurX Manager



CAMS NERC continued the AssurX Compliance Enterprise software rollout this quarter, following project approval and installation in late Q2. Four modules—Compliance, Standards, Evidence, and Management—were enabled. AssurX provided administrative and configuration training during Q3. Security rules and user access were set up to ensure site users only see their own compliance information, while corporate users can view multiple sites. Spreadsheets were created to mass upload historical compliance data and batch load future activities, which include instructions, evidence, user assignments, and periodicity. Three beta sites were selected to validate this process. Training is scheduled for all end users to introduce AssurX, focusing on confirming the correct upload and verification of both past evidence and future activities.

The NERC team started moving all sites to the AssurX platform in September, with the goal of having all sites' previous compliance programs entered in the system and sites beginning evidence activities and evidence collection by the end of the year. Newly contracted sites will begin to transition to AssurX in October.

Training for all end users kicked off in September. An hour each Tuesday, the NERC Team covers a different topic via a Teams Meeting. The session is open to any end user. These training sessions are recorded, and the transcripts are shared with all end users. The training will continue through the week of December 15th.

Also in September, the NERC team began holding question-and-answer sessions for end users for two hours every Thursday. These sessions address common questions and issues and are open to all users. These sessions are also recorded and will continue through the

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week of December 15th, with the transcripts available for all end users.

By the end of the year, each site will have:

- 1 Imported and properly organized preexisting data in AssurX.
- 2 Received AssurX document and evidence sections training along with training manuals.
- 3 Completed the evidence collection schedule for AssurX manuals.

The NERC Team will communicate with all end users throughout this important process. As lessons are learned through beta testing and the Q&A process, this information will be relayed. The AssurX implementation is a dynamic process that depends on input and coordination with all users. The NERC Team appreciates the continued cooperation of all sites. We look forward to a more user-friendly, transparent NERC compliance program as a result. If you have any questions, reach out to your Corporate NERC contact or reach out to Jay Langley, jlangley@camstex.com.

AssurX ECOS

Manage NERC and regional compliance standards with risk-driven internal controls and workflows.

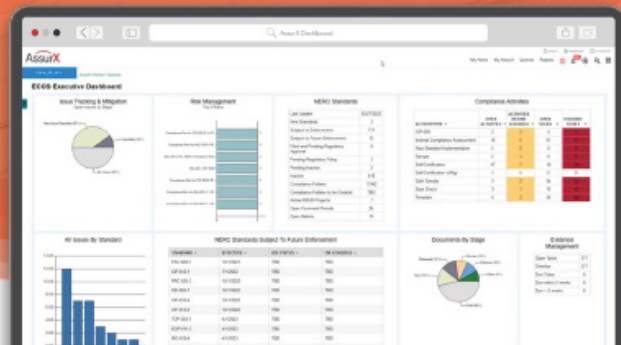


Photo: Assurx brochure. © Assurx, Inc. The original brochure is available at [assurx.com](https://www.assurx.com) and <https://www.assurx.com/wp-content/uploads/resources/brochures/Assurx-Corp-Brochure-ECOS-M.pdf>



AssurX, a new enterprise software, deployed by the NERC Compliance Department to support internal controls and ensure compliance across CAMS' fleet.

HR Corner

Intern Recruiting Fairs



Last month, our recruiting team attended career fairs at the University of Houston and Texas A&M.

At UH's Energy Career Fair on September 24, we met students interested in energy careers and shared how CAMS supports professional growth.

The next day, we joined Texas A&M's Business Career Fair at Kyle Field, engaging with students from diverse business disciplines.

These events were great opportunities to share our story, meet promising candidates, and build connections with future energy leaders.

NEWS INSIDE

Intern Recruiting Fairs (Page 12)

Military Recruiting Fairs and Hire Vets Medallion (Page 13)

Wellness Program (Page 14)

Mineral Training Rollout (Page 14)

Corporate Cornhole Tournament (Page 15)

Leadership Training for Western Operations and at Merom (Page 15)

Cheers to our Fall Birthdays!



We're sending big birthday wishes to all our amazing team members celebrating in October, November, and December! Your energy, dedication, and spirit help make CAMS a place we're proud to call home. We're grateful for everything you bring to the team—here's to a season filled with celebration, success, and new adventures!

Military Recruiting Fairs and Hire Vets Medallion

This summer, the CAMS HR team proudly participated in three military recruiting events across the country—Norfolk, VA, Mystic, CT, and Las Vegas, NV. These events provided an incredible opportunity to engage with active-duty service members, veterans, and military spouses who bring valuable skills and leadership to the energy industry.

Our efforts were a resounding success, allowing us to connect with highly qualified candidates and showcase the career paths available at CAMS. These initiatives not only strengthen our workforce but also reflect our ongoing commitment to supporting the veteran community.

CAMS is proud to stand alongside the military community and looks forward to continuing this important work.



CAMS team at a military recruiting event in Connecticut.

CAMS booth set up at a military recruiting event in Virginia.



Wellness Program



As part of our ongoing commitment to employee wellness, CAMS corporate Wellness Program hosted an event that offered free skin-screenings to our employees. This initiative gave employees the opportunity to receive quick, confidential skin checks from professionals, helping to promote early detection and raise awareness about skin health.

The event was well-received and served as a reminder of the importance of taking time to care for ourselves, both inside and outside of work.

Thank you to everyone who participated and made wellness a priority. CAMS is proud to continue offering corporate programs that support the health and well-being of our team.

Mineral Training Rollout



We're excited to announce the successful rollout of Mineral, CAMS' new platform for HR compliance and training. This tool is designed to make it easier than ever for employees to access important trainings, track progress, and stay up to date on company and regulatory requirements.

As part of the launch, our first company-wide course—Ethics Training—went live and is already underway. Mineral will serve as the central hub for future trainings, helping us streamline learning and support professional growth across the organization.

Thank you to everyone who has already logged in and completed their training. We're confident that Mineral will be a valuable resource in strengthening compliance, enhancing knowledge, and continuing to build a culture of accountability at CAMS.

Corporate Cornhole Tournament

Our corporate team recently came together for the 3rd Annual CAMS Cornhole Tournament—and it was a huge success! The event was filled with friendly competition, plenty of laughter, and team spirit as employees went head-to-head to claim this year's title.

The afternoon was the perfect way for employees to connect and celebrate the camaraderie that makes CAMS such a great place to be.

Thank you to everyone who participated and supported the tournament—we're already looking forward to next year's matchup!



Leadership Training for Western Operations and at Merom

This quarter, CAMS held two dedicated leadership trainings to support the growth and development of our management teams.

Western Operations

Leaders from across our western operations gathered to strengthen management skills, reinforce HR best practices, and share strategies for building strong, effective teams.

Merom

At our Merom site, leaders participated in a tailored training focused on enhancing leadership practices and aligning around key priorities to support employees and operations on the ground.

Both sessions provided valuable opportunities for learning, collaboration, and discussion—ensuring our leaders are well equipped to guide their teams and foster a consistent, supportive workplace culture.

Thank you to everyone who participated and contributed to making these trainings a success!





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