



# NEWSLETTER

FOURTH QUARTER 2025

Photo: Santa Rosa Energy Center, Pace, Florida, is a 240-megawatt natural gas-fired combined cycle power generation facility owned by Arclight Capital Partners, LLC. CAMS provides Asset Management and O&M services.

## 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.

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# EHS&R Corner



Photo: Santa Rosa Energy Center

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This fall, CAMS welcomed Santa Rosa Energy Center (“SREC”) to the fleet. Located just East of Pensacola in Pace, Florida, SREC is a 240-megawatt natural gas-fired combined cycle power generation facility owned by Arclight Capital Partners, LLC (“Arclight”). CAMS assumed Asset Management responsibilities on September 2, 2025, followed by NERC on October 1, 2025, and full O&M on November 1, 2025. We are excited to work with the great on-site staff and continue our partnership with Arclight as the CAMS Fleet continues to expand!

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## Merom Promotes Healthy Team

By Sara Rojas, Environmental Associate



The Merom Generating Station, a 1,080 MW coal-fired steam-electric power plant in Sullivan, Indiana, is dedicated to supporting the health and well-being of its employees.

Leading the charge is the Merom Wellness Committee, a craft-led team committed to building a culture centered on health, fitness, and overall well-being. While the original program began under the site's previous owner, CAMS employees have embraced and reimagined it with enthusiastic support from Merom's owner, Hallador Power Company. Today, the committee drives a variety of initiatives, from maintaining an on-site workout facility to launching structured wellness programs, nutrition education, fitness challenges, and engaging activities designed to strengthen both physical and mental health.

Each year, Merom hosts a dedicated Safety Week, with one day set aside for wellness. This annual Wellness Day brings employees together for activities like guided walks, group yoga sessions, and hands-on demonstrations from the local hospital on effective stretching techniques.

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## Merom Promotes Healthy Team (cont.)

Beyond this special day, Merom offers ongoing support through a dedicated Wellness Coach who visits every six weeks to provide personalized guidance and InBody body composition analysis—appointments that remain in high demand. The InBody machine helps employees track progress over time, turning wellness into a measurable journey. This program even extends beyond the plant, allowing spouses to access the same coaching services off-site, making health a shared priority for families.

To keep the conversation going, the site hosts a Health and Wellness chat via Microsoft Teams, where employees can ask questions, share wins, and exchange tips on nutrition, workout programs, and mobility. The Wellness Committee also organizes internal challenges, such as the popular “10,000 Steps a Day” team competition fostering camaraderie and accountability.

Complementing these efforts is Merom’s scenic walking path, marked with distance indicators and leading to a tranquil lake view—a perfect spot for reflection and a dose of fresh air. Whether it’s a short walk during lunch or a longer stroll after a shift, these trails make it easy to incorporate movement into the day, supporting both physical health and mental clarity.



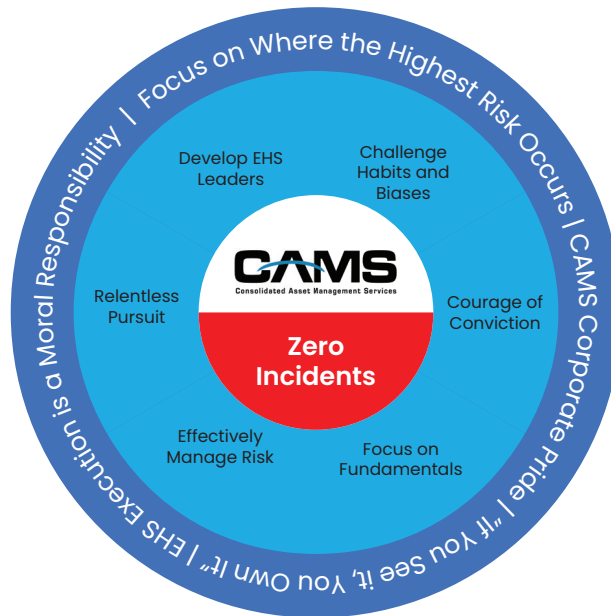
Photo: Merom’s scenic walking path with lakeview



Photo: Merom’s scenic walking path with distance indicators

## 2025 Finish Strong Campaign: Staying Focused Through the Final Stretch

By Ben Vodila, Vice President, Health & Safety



As we approach the end of the calendar year, employees across all industries face the challenge of combating routine workplace hazards while also managing the added distractions that come with November and December. Planning family gatherings, arranging travel, managing holiday expenses, and preparing for seasonal events can easily pull attention away from the task at hand. These outside pressures—though common—can significantly increase workplace risk if not recognized and addressed.

At CAMS, we understand that distractions and fatigue are among the leading contributors to workplace incidents during the holiday season. While we have had another strong and successful 2025 performance, we have launched our Finish Strong campaign—an initiative designed to help employees stay focused, vigilant, and committed to safe work practices during the final months of the year.

### The Tenets of “Finish Strong”

To help every employee remain focused and safe during the holiday season, the Finish Strong campaign emphasizes three core tenets:

#### 1. Staying Present

Remaining engaged in the task at hand, resisting distractions, and maintaining awareness of surroundings.

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## 2025 Finish Strong Campaign (cont.)

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### 2. Holding Each Other Accountable

Supporting teammates, speaking up when hazards arise, and using Stop Work Authority to prevent incidents.

### 3. Focus on Fundamentals

Reinforcing the basics that keep us safe every day:

- Following safety procedures and protocols
  - No shortcuts – do the right thing
- Using proper tools and PPE
- Conducting thorough JSAs as part of the Work Authorization process
- Maintaining clear communication

Even in a high-distraction season, the fundamentals remain our strongest line of defense.

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## Common External Distractions During the Holiday Season

Understanding what pulls our attention away is the first step to controlling it. Some of the most frequent seasonal distractions include:

### 1. Family Commitments

Increased communication, hosting guests, or traveling to visit loved ones can place additional mental load on employees.

### 2. Inclement Weather

Winter brings an elevated risk of slips, trips, and falls. Rushing or working in poor conditions magnifies these hazards.

### 3. Financial Pressures

Holiday meals, travel, and gift-giving often lead to extra expenses that weigh on employees' minds.

### 4. Fatigue from Seasonal Activities

Late nights, events, and celebrations—while enjoyable—can reduce rest before a scheduled shift and impact focus, reaction time, and decision-making.

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## 2025 Finish Strong Campaign (cont.)

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### Essential Safety Expectations For End of Year

Given the increased risks, it is imperative that all CAMS employees:

1. Stay focused on the task at hand, keeping both eyes and mind engaged.
  2. Avoid cellphone use while performing job duties.
  3. Keep eyes on the path—remember, walking is working.
  4. Prioritize rest to avoid fatigue-related errors.
  5. Hold each other accountable and use Stop Work Authority whenever conditions are unsafe.
  6. Revisit and apply the fundamentals—procedures, JSAs, PPE, and communication—every single time.
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### Injury Prevention: Our Roadmap to Finishing Strong

To protect yourself and your coworkers during this critical time of year, be sure to:

- Maintain focus on each step of the task
  - Work collaboratively and communicate often
  - Correct hazards as soon as they are identified
  - Report positive safety observations
  - Conduct thorough JSAs or JHAs
  - Follow all safety procedures without shortcuts
  - Reinforce the fundamentals with every job, every shift
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### A Strong Finish Sets the Tone for a Safe New Year

As we wrap-up the final quarter of the year, let's amplify our collective commitment to safety. Through staying disciplined, supporting one another, and prioritizing the fundamentals of safe work, we not only finish the year strong—we set a powerful foundation for success and safety in the year ahead.

Safety is a shared responsibility. Together, we ensure that every CAMS employee returns home safely each day.

## Shelby Enhances Flexibility

By Tominisha Johnson, Environmental Associate



Photo: Shelby County Energy Center is located in Neoga, Illinois and is owned by Earthrise Energy. CAMS provides O&M and Asset Management services.

Shelby County Energy Center, LLC (“Shelby”), owned by Earthrise Energy, operates a 352 MW simple-cycle natural gas-fired power plant in Neoga, Illinois, consisting of eight LM6000 combustion turbines. The station recently strengthened its environmental compliance stance by transitioning to an alternative method of calculating its emission rates. Shelby previously applied the Low Mass Emissions (“LME”) methodology (40 CFR §75.19), which calculates  $\text{NO}_x$  mass emission rates based on default emission factors ( $\text{lb/MMBtu}$ ) derived from Environmental Protection Agency AP-42 emission factors or manufacturer’s guaranteed values. The station now uses 40 CFR Part 75, Appendix E to estimate emission rates based on a relationship between stack test results at various load levels and the fuel heat input.

Power generation units subject to 40 CFR Part 75 have three options for estimating  $\text{NO}_x$  emission rates:

**1. Operate under the LME exception**, which is available only to low-emitting units (less than 100 tpy  $\text{NO}_x$  annually or 50 tons per ozone season). LME uses conservative, predetermined emission factors. Notably, during periods when emission control equipment is not available, a worst-case emission factor is applied for the entire “clock hour” of the event, which can significantly overestimate emissions during a

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## Shelby Enhances Flexibility (cont.)

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short startup period. If there are no permit or local requirements impacted by over-estimating emissions, LME offers a cost-effective compliance alternative to installing and maintaining a Continuous Emissions Monitoring System (“CEMS”).

**2. Operate under Appendix E**, which is option for gas or oil-fired peaking units that operate at less than a 10% capacity factor on a 3-year average basis. Appendix E calculates NO<sub>x</sub> emission rates using emission factors determined at various load levels during periodic (once every 5 years) stack tests and fuel analyses. Maximum emission rates are applied only for the actual duration of emission control downtime, rather than the entire “clock hour”. This option is less expensive than installing a Continuous Emissions Monitoring System (“CEMS”).

**3. Install a CEMS**, which provides real-time NO<sub>x</sub> measurements and is commonly required for power generation units that do not qualify for the LME or Appendix E options.

Shelby’s combustion turbines use water injection to control NO<sub>x</sub> emissions, but during startup and shutdown, water injection is temporarily unavailable. Under the LME methodology, a worst-case emission factor must be applied for the duration of the full “clock hour” of any event that results in a lapse in emission control availability of greater than 1 minute – not just the period when emission control equipment is not operating. Additionally, under the Climate and Equitable Jobs Act (“CEJA”), Shelby must meet stringent annual emissions limits for pollutants, including NO<sub>x</sub>. These NO<sub>x</sub> limits effectively cap each unit’s operation at approximately 800 hours per 12-month rolling period at full load. Application of the worst-case emission factor – often ten times greater than the baseload factor – for the entire “clock hour” of a startup can effectively limit the number of hours a unit is allowed to operate.

When Appendix E rates are applied, the maximum potential NO<sub>x</sub> emission rate is applied only until the minimum tested load is reached, at which time the calculation method changes to the lb/MMBtu rate that correlates to the actual unit load.

By switching from the LME to the Appendix E method, Shelby expects to increase potential run time by approximately 29 percent annually while still meeting CEJA limits. Although there will be additional compliance costs due to the stack testing requirements of Appendix E, Shelby will have increased operational flexibility and less compliance risk. Shelby’s implementation of this change demonstrates their proactive commitment to regulatory compliance and operational excellence.

## Middletown Energy Center Tees up for Charity

By Thomas Newhouse, Environmental Associate



Middletown Energy Center (“MEC”) is a 475-megawatt baseload combined-cycle natural gas power plant located in Middletown, Ohio owned by Ohio Power Partners, LLC and operated by CAMS. MEC has strong ties to its surrounding community and continually finds ways to enhance these relationships. Recently, employees from MEC, including the EHS and O&M Managers and members of MEC’s Confined Space Entry Rescue Team, were proud to hit the greens once again for the annual charity golf outing hosted by Middletown Firefighters Local 336. MEC maintains a Gold Level Sponsorship and was able to raise a total contribution of \$1,400 for the outing.

Each year, the golf tournament raises money to support local sports programs and charitable organizations. The primary beneficiary of this tournament is the Middie Way Baseball and Softball Organization, which focuses on providing sports opportunities to children who may otherwise be unable to participate due to travel or financial constraints. Middie Way helps promote character, community, and competition, with a goal of player development and teaching life lessons through baseball and softball. Over the past five years, the golf tournament has raised over \$30,000 in charitable donations for the Middie Way Baseball and Softball Organization.

For MEC staff, this outing provides an opportunity to give back and connect with their community, which directly aligns with CAMS’s core values. MEC is grateful to Middletown Firefighters Local 336 for the continued opportunity to contribute to its community and make meaningful impacts on the youth.

## NERC Spotlight: CIP-003-9

By Vinny McKendree, Director NERC CIP Compliance



Back in 2023, the U.S. Federal Energy Regulatory Commission ("FERC") published an order approving the proposed Reliability Standard CIP-003-9 put forth by the North American Electric Reliability Corporation ("NERC"). The agency also approved the associated implementation plan, associated violation risk factors and the retirement of the currently effective standard, CIP-003-8.

The new standard seeks to improve on CIP-003-8 by adding new requirements that focus on supply chain risk management for low impact bulk electric system ("BES") Cyber Systems. Specifically, the CIP-003-9 standard requires that responsible entities have additional visibility into threats presented by their vendor(s) electronic remote access connections to their systems. This additional visibility is achieved by requiring responsible entities to include the topic of 'vendor electronic remote access security controls' in their cyber security policies and requires responsible entities with assets containing low impact BES Cyber Systems to have methods for determining and disabling vendor electronic remote access.

NERC states that assets with low impact BES Cyber Systems pose a lower risk to the bulk electric system than assets with medium or high impact BES Cyber Systems. However, NERC observed that there is increased potential for a greater impact if multiple low impact assets are simultaneously compromised through remote access or if a medium or high impact asset is accessed through a low impact asset.

In the standard itself, only one line of text was added between the CIP-003-8 and CIP-003-9 standards. That line is found in Requirement 1, part 1.2, subpart 1.2.6 'vendor electronic remote access security controls.' The limited change of wording between standard versions makes it easy to dismiss the update as insignificant. However, the challenging part is in requirement 2 of both CIP-003-8 and CIP-003-9, which did not change. Requirement 2 requires assets containing low impact BES Cyber Systems to implement a cyber security plan that includes the sections outlined in Attachment 1. This attachment is where the bulk of the regulatory changes can be found, specifically Section 6 which reads as follows:

*Attachment 1 Section 6. Vendor Electronic Remote Access Security Controls: for assets containing low impact BES Cyber System(s), that allow vendor electronic remote access to implement a process to mitigate risks associated with vendor remote access. These process(s) shall include:*

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## NERC Spotlight: CIP-003-9 (cont.)

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*6.1 One or more method(s) for determining vendor electronic remote access;*

*6.2 One or more methods(s) for disabling vendor electronic remote access; and*

*6.3 one or more methods(s) for detecting known or suspected inbound and outbound malicious communications for vendor remote electronic remote access.*

*One challenge is that NERC never defined 'Vendor' in the NERC Glossary of Terms. To be safe all electronic remote access connections into and out of the asset shall be considered for compliance with this requirement.*

Another challenge is this; the requirement is not limited to interactive remote access. For clarification, an example of interactive remote access would be when a vendor remotes into a BES Cyber System and performs maintenance. Data connections and performance tuning data, even cybersecurity monitoring services that are remote, with the language as it is, would be in the scope of this standard's requirement(s).

In January of 2026, the CAMS NERC CIP team will be releasing the draft of the CIP-003-9 policy and procedure(s) for CIP Senior manager review. All assets must be compliant by April 1st of 2026 as per the new NERC Standard. We will be providing training and conference calls to assist assets in deciding how each asset can meet the requirements of the standard.

Please feel free to reach out to your CAMS NERC CIP contact or to me for questions.  
**Vinny McKendree-Director, NERC CIP Compliance** ([vmckendree@camstex.com](mailto:vmckendree@camstex.com)).



Photo: Keystone Generating Station is a CIP Medium Impact facility located in Shelocta, PA. The plant is operated by CAMS on behalf of a consortium of owners.

## CAMS Recognized for Hiring Veterans



Since its inception, CAMS has proudly relied on veterans in key roles. Today, veterans contribute across nearly every discipline within the CAMS fleet and our corporate offices. Our commitment to supporting veterans was recently honored by the U.S. Department of Labor with the 2025 HIRE Vets Gold Medallion Award—recognizing exemplary efforts in recruiting, employing, and retaining our nation’s veterans.

By meeting the rigorous employment and retention criteria for this award, CAMS demonstrates both patriotism and a deep appreciation for the unique value veterans bring to the workplace. We extend our sincere thanks to all CAMS veterans for their service to our country and their continued contributions to our success.

## Community Spirit Shines at Merom



Employees and families at Merom Generating Station are proud to be active members of the Sullivan County, Indiana community. For several years, Hayden Weitekamp—son of Plant Manager Tony Weitekamp—has raised funds for local charities as part of his Sullivan High School volleyball team.

With generous support from plant employees, community members, CAMS, and Hallador Power Company, Hayden was crowned “King of the Court” after raising \$5,636 for the event. Combined with contributions from other team members, along with proceeds from t-shirt and baked goods sales, the effort generated more than \$15,000 in donations benefiting Riley Children’s Hospital, the Live Like Madi Fund, the Angie Melchert Scholarship Fund, and a local girl currently battling cancer.

Through our operations at Merom Generating Station, CAMS remains committed to strengthening community ties and supporting causes that make a meaningful difference.

## ECMPS 2.0 – What do I need to know?

By Sarah Jacobs, Environmental Associate



The EPA's Emissions Collection and Monitoring Plan System ("ECMPS") is the tool used for reporting monitoring plans, Quality Assurance data, and emissions data under the Acid Rain program, the Cross-State Air Pollution Rule ("CSAPR"), and the Mercury and Air Toxics Standards ("MATS") rule. The tool has been in use since 2009, with significant updates made in 2012 to include MATS reporting and in 2015 to include CSAPR.

First announced in 2021, ECMPS 2.0 is a web-based replacement for the current desktop version (ECMPS 1.0), introducing a modernized interface and workflow. Some of the key upgrades include:

- **Browser-Based Application** – *reducing technical support needs and increasing accessibility*
- **File Format Transition** – *a switch from XML to JSON for data submission*
- **Log-in & Security** – *integration with EPA's CDX and login.gov interface, requiring authentication methods*
- **Multi-User Access** – *improved collaboration by allowing multiple users to access the interface*

## ECMPS 2.0 – What do I need to know?

- **No change to MATS Data** – continued format and reporting of MATS data in ECMPS 2.0 exactly as it is currently reported in ECMPS 1.0

Beta testing of the new platform has been ongoing since 2021 to receive user feedback and address bug issues.

Various key action items from users are needed before the transition is officially complete for Quarter 1 2026 reports that are due by April 30:

- Obtain & test CDX/Login.gov credentials
- Coordinate with your Data Acquisition & Handling System (“DAHS”) vendor for software updates to JSON formatting
- Confirm Designated Representative and Alternate Designated Representative responsibilities in CDX

Be sure to check out the ECMPS Support webpage for great video trainings for using the new platform at: [https://ecmps.camdsupport.com/learn\\_tutorial\\_descriptions.shtml](https://ecmps.camdsupport.com/learn_tutorial_descriptions.shtml)

If you have any additional questions or require support, please contact your environmental corporate representative.

The screenshot displays the ECMPS Support website. The header features the EPA logo and the text "ECMPS SUPPORT Find answers to your Client Tool questions". Navigation links include Home, Site Map, Contact Us, and Help. The main content area is titled "Tutorial Descriptions" and lists four categories: Client Tool Basics, Monitoring Plan, Beyond the Basics, and Feedback. A footer note states: "This Web site is managed by Eastern Research Group, Inc., under contract to the U.S. Environmental Protection Agency." A photo credit at the bottom reads: "Photo: ECMPS Support. Image source: https://ecmps.camdsupport.com/learn\_tutorial\_descriptions.shtml".

# HR Corner

## HR Compliance Training: Reasonable Suspicion & Sexual Harassment:



We recently conducted a company-wide Reasonable Suspicion and Sexual Harassment Compliance training for all leaders. The sessions reinforced our commitment to maintaining a safe, respectful, and compliant workplace by reviewing leaders' responsibilities, appropriate workplace conduct, and how to recognize and respond to concerns effectively.

This training helps ensure our leaders are equipped with the knowledge and tools needed to uphold company policies and support a positive work environment for everyone.

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## Cheers to our Spring Birthdays!



A big shout-out to all the amazing team members with birthdays in **January**, **February**, and **March**! Your talent and dedication make a real difference every day, and we're so proud to have you as part of the CAMS family. Here's to a season of happiness, growth, and unforgettable moments. Thank you for everything you do!

## Wellness Program

At CAMS, we are committed to fostering a culture of health and well-being for our employees. This past quarter, our HR team hosted a variety of wellness initiatives designed to promote learning, relaxation, and self-care. Here's a look back at some of the engaging activities that brought our team together:

### Medical Mysteries Webinar

#### CAMS Presents: Medical Mysteries Webinar



Put on your detective hat! In this interactive session, you'll step into the shoes of a medical student and work through a real-life case study to uncover the correct diagnosis. Learn how healthcare professionals think, analyze symptoms, and solve complex medical puzzles. Can you crack the case?

CAMS hosted an interactive Medical Mysteries Webinar, where participants stepped into the role of a medical student to solve a real-life case study. Employees analyzed symptoms, collaborated on diagnoses, and gained insight into how healthcare professionals tackle complex medical puzzles.

A limited number of attendees also enjoyed the session in person with a complimentary lunch, making this event both educational and enjoyable.

### Apple Cider Bar

On October 27th, CAMS employees gathered for a festive Apple Cider Bar at the corporate office. The event featured customizable cider with a variety of toppings, creating a cozy seasonal atmosphere and an opportunity for colleagues to connect and unwind.



## Wellness Program (cont.)

### Sleep Consultation Sessions

#### CAMS 1:1 Virtual Sleep Consultations

##### EXUBRANCY

Discover what's standing between you and a great night's sleep. In this 25 minute personal session, we'll explore your routines, habits, and mindset around rest, then create simple, personalized strategies to help you start sleeping better right away!

✦ When: November 24th  
from 9am-3pm CST

✦ Where: Virtual



On November 24th, CAMS offered personalized sleep consultations with a certified sleep coach. These 25-minute virtual sessions provided employees with practical strategies to improve rest habits and prioritize better sleep. This initiative was a valuable resource for those seeking to enhance their overall well-being.



### Hot Cocoa Bar

To celebrate the holiday season, CAMS hosted a Hot Cocoa Bar on December 15th. Employees enjoyed customizing their hot chocolate with an assortment of toppings, creating a warm and festive atmosphere that encouraged team bonding.



## Raleigh Office Brings Holiday Cheer



The CAMS Corporate Raleigh Office came together this holiday season to bring Christmas cheer to a local family through the Doorway to Hope Angel Tree Project. Each year, A Doorway to Hope adopts approximately 100 working families in need, referred by Wake County Public School social workers. Each family receives gifts for children, a Basket of Hope with household essentials, and grocery gift cards to ensure a holiday meal.

The family sponsored by the Raleigh Office included a single mom and four children, ages six to seventeen. Thanks to the generosity of our team, we fulfilled their entire wish list—providing clothing, shoes, fun gifts for each child, household staples, and a gift card for the mother.

A Doorway to Hope was recently honored as the 2025 Nonprofit of the Year by the Cary Chamber of Commerce. The organization provides temporary emergency assistance—such as rent and utility support, food, clothing, furniture, and childcare—to help working families in Southwest Wake County return to self-sufficiency.



# NEWSLETTER

## FOURTH QUARTER 2025



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