

Landfill Gas-to-RNG Program Management

East Coast Utility (ECU) — New Jersey

CLIENT East Coast Utility (ECU)	ENGAGEMENT LFG Program Management & Project Controls	DURATION 2022 – 2025	SCOPE PM Systems, Permitting, Risk & JV Coordination
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CLIENT BACKGROUND AND ENGAGEMENT OVERVIEW

East Coast Utility (ECU) is a New Jersey-based diversified energy holding company and one of the Mid-Atlantic region's largest natural gas distribution utilities. Through its renewable energy ventures subsidiary, ECU pursued an ambitious strategy to develop a portfolio of Renewable Natural Gas (RNG) projects by converting existing landfill gas (LFG) infrastructure at two active New Jersey municipal solid waste landfills into pipeline-quality RNG facilities. These projects were structured as 50/50 joint ventures with an experienced RNG development partner, targeting a combined capital investment of approximately \$90 million and in-service dates beginning in 2024–2025.

THAMPICO was engaged beginning in September 2022 to serve as ECU's dedicated program management partner for the LFG-to-RNG program. THAMPICO's mandate was to build the programmatic infrastructure that ECU needed to manage a complex multi-project, multi-stakeholder development program — coordinating ECU's JV partner, engineering firms, permitting consultants, and utilities — and to ensure ECU's leadership had the information and analysis required to make timely, well-informed decisions. The engagement spanned two formal phases from late 2022 through 2025, covering the full arc from pre-construction planning through construction initiation and regulatory approvals.

THE CHALLENGE

ECU was simultaneously transitioning two operating landfill gas-to-electric plants into RNG facilities, managing a new 50/50 JV structure with a development partner, navigating a complex multi-agency permitting environment in New Jersey, and coordinating the commercial, engineering, and legal workstreams needed to reach Financial Investment Decision (FID). ECU's lean renewable energy team required significant external program management capacity to drive this work forward without building permanent headcount.

THAMPICO'S APPROACH

THAMPICO deployed an embedded program management model — providing a dedicated Partner, Project Manager, and Analyst. The team assumed full ownership of the program management infrastructure: meeting facilitation, action tracking, project reporting, risk management, permitting coordination, and stakeholder management. This freed ECU's internal team to focus on commercial and strategic decisions while THAMPICO ensured nothing fell through the cracks across a 25+ organization stakeholder network.

2 Active LFG Project Sites	~\$90M Combined Capital Investment Across Both Projects	25+ Stakeholder Organizations Coordinated	3 yrs Embedded Program Management Support
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SCOPE OF WORK: FOUR INTEGRATED SERVICE AREAS

01 PROGRAM MANAGEMENT INFRASTRUCTURE & REPORTING

From day one, THAMPICO established the foundational program management systems, cadences, and tools ECU needed to manage a complex multi-site, multi-party development program effectively.

- **Bi-Weekly Executive Reporting:** Designed and facilitated regular bi-weekly update meetings for ECU leadership and its JV partner, featuring a live Landfill RNG Dashboard tracking project progress, budget-versus-spend financials, recent activities, and upcoming milestones across both project sites.
- **Weekly Working Group Meetings:** Facilitated weekly technical working group meetings between ECU, the JV partner, engineering consultants, and permitting firms to coordinate activities across engineering, permitting, interconnection, legal, wellfield improvements, and IT/OT workstreams.
- **Action Item Tracking:** Maintained comprehensive Action Item Databases for both the Atlantic County (ACLE) and Burlington County (BCLE) project sites, tracking hundreds of open items by owner, priority, start date, and completion status across all active workstreams.
- **Project Scheduling:** Developed and maintained master project schedules from FID through commissioning and Commercial Operations Date (COD), flagging critical path risks including interconnection delays, air permitting timelines, and long-lead equipment procurement.
- **PM Systems Evaluation:** Led a comparative evaluation of project management platforms to identify the most suitable construction and document management system for ECU's program, supporting both field and office teams.
- **Document Control & SharePoint:** Managed ECU's SharePoint document management environment, organizing folder structures for both project sites and ensuring version-controlled access to current project documentation across all team members and workstreams.

Impact: Gave ECU's leadership real-time visibility into two concurrent capital projects; created accountability across a 25+ stakeholder organization; and ensured that critical activities never stalled due to lack of coordination or follow-through.

02 REGULATORY, PERMITTING & FINANCIAL ANALYSIS

THAMPICO provided ongoing regulatory research and financial analysis to ensure ECU understood the regulatory and financial landscape for its LFG projects, and managed the coordination of multi-agency permitting processes throughout the engagement.

- **Permit Matrix Development:** Coordinated development of comprehensive permit matrices for both project sites in collaboration with SCS Engineers, covering air quality, stormwater, zoning, construction, and environmental justice (EJ) permit requirements with estimated timelines and agency contacts.
- **Air Permitting Coordination:** Managed the multi-round RFP process for air permitting consultants; coordinated the pre-application process with NJDEP including EJ determination memos and strategic advice on sequencing construction activities relative to permit issuance.
- **CAFRA Permitting Support:** Identified and managed the CAFRA (Coastal Area Facility Review Act) permitting challenge at the Atlantic site, coordinating with historical permit consultants to evaluate alternate site layouts to minimize permitting burden and schedule risk.

- **Inflation Reduction Act Analysis:** Prepared a detailed analysis of IRA tax credit implications for LFG projects, covering the Investment Tax Credit (ITC), Production Tax Credit (PTC), prevailing wage requirements, domestic content bonuses, and energy community incentives.
- **NJ Sales Tax Exemption Research:** Researched and documented NJ sales tax exemption applicability for RNG project equipment and construction activities to support the projects' financial models and investment cases.
- **Wellfield Gas Flow Reporting:** Coordinated wellfield evaluation report summaries for both project sites, synthesizing technical findings on gas availability, flow projections, and infrastructure improvement requirements into clear decision-support materials for ECU leadership.

Impact: Ensured ECU understood its regulatory exposure, tax credit positioning, and permit critical path at all times; managed permitting consultant relationships to keep applications advancing despite the complexity of New Jersey's EJ regulatory framework.

SCOPE OF WORK (CONTINUED)

03 STAKEHOLDER & JV PARTNER COORDINATION

Managing a 50/50 JV on two concurrent capital projects required THAMPICO to serve as a persistent coordination layer between ECU, its development partner, multiple utilities, landfill authorities, legal counsel, and engineering contractors.

- **JV Agreement Coordination:** Tracked negotiation and execution of a full suite of JV agreements — including LLC/LLCA, Services, O&M, Gas Marketing, and Contribution Agreements — maintaining a live status tracker and flagging open items to ECU leadership at every stage.
- **Interconnection Management:** Coordinated utility interconnection processes for both sites: managing parallel tracks with South Jersey Gas (SJG) for the Atlantic site and PSE&G / Transcontinental Gas Pipe Line (Transco) for Burlington, including redlined agreements, gas quality specifications, and financial guarantee negotiations.
- **Landfill Authority Contract Management:** Tracked gas rights and landfill authority contract negotiations with Burlington County and Atlantic County utility authorities, flagging extension risks and coordinating presentation materials for county board meetings.
- **Engineering Contractor Coordination:** Managed RFP processes for engineering design services; tracked contract execution with SCS Engineers and Kupper Engineering; facilitated technical meetings on equipment selection, site layout, electrical design, and construction sequencing.
- **IT/OT Alignment:** Coordinated the IT/OT alignment process between ECU and its JV partner, managing a structured Q&A process across 80+ technical questions on SCADA, data sharing, cybersecurity, and operational standards for the RNG facilities.
- **Executive & Board Materials:** Prepared project status briefings and strategic summaries for ECU's executive team and the Infrastructure Investment Fund (IIF) board approval process, ensuring leadership had current, decision-ready information at each critical investment milestone.

Impact: Eliminated coordination gaps across a large distributed team; ensured JV agreements, interconnection applications, and engineering contracts advanced concurrently rather than sequentially; and kept ECU's leadership consistently informed and empowered to act.

04 RISK MANAGEMENT & STRATEGIC ADVISORY

THAMPICO brought structured risk management discipline and strategic advisory capability to ECU's LFG program, helping the team navigate technical, regulatory, and commercial challenges throughout the development lifecycle.

- **Risk Workshop Facilitation:** Designed and facilitated a formal three-session Risk Identification, Assessment, and Mitigation Planning Workshop with ECU and JV partner leadership, using a structured risk categorization framework across schedule, scope, environmental, plant, interconnection, feedstock, permitting, legal, and offtake/price categories.
- **Risk Register Development:** Built and maintained a live Risk Assessment Log scoring risks by impact, probability, and priority, with assigned mitigation owners, action plans, and review dates — ensuring continuous rather than episodic risk management across the full program.
- **Supply Chain & Equipment Analysis:** Monitored lead times for critical long-lead items including compressors, thermal oxidizers, and electrical equipment, providing early warning of procurement risks and supporting equipment release decisions to protect project schedules.
- **Technology Evaluation:** Coordinated ECU's evaluation of emerging LFG energy technologies, including Rankine Cycle engines for landfill gasification, solid oxide and molten carbonate fuel cell systems, and landfill solar co-generation, positioning ECU to pursue adjacent opportunities.
- **Landfill Solar Feasibility:** Developed a feasibility overview for co-located landfill solar development at the Burlington site, evaluating ITC/MACRS economics, renewable energy credit revenue, and an integrated program management approach to offset the RNG plant's significant electricity load.
- **Organizational Capacity Advisory:** Provided strategic recommendations on JV governance, financial model alignment between ECU and its JV partner, and phased options for building ECU's internal program management capability over time to reduce long-term dependency on external support.

Impact: Established a proactive, disciplined risk culture across the program team; surfaced and addressed critical risks including CAFRA permitting exposure, interconnection uncertainty, wellfield performance variability, and gas rights extension challenges before they could derail project schedules.

ENGAGEMENT IN PRACTICE

THAMPICO's embedded program management approach included site visits to both project locations, direct coordination with landfill operators and engineering contractors, and active management of wellfield improvement and on-site investigation activities. The images below illustrate the type of landfill gas infrastructure at the heart of this engagement.



Left: Biogas collection pipeline and header infrastructure at a representative landfill RNG development site. Right: Existing landfill gas-to-electricity engine building at an ECU project site, decommissioned as part of the transition to pipeline-quality RNG.

RESULTS AND CLIENT VALUE DELIVERED

Over more than two years of embedded partnership, THAMPICO delivered measurable program management value across both project sites — enabling ECU to advance two of the most technically and commercially complex infrastructure projects in its renewable energy portfolio.

<p>PROGRAM INFRASTRUCTURE</p> <p>Built ECU's full program management infrastructure from the ground up — reporting cadences, action tracking, SharePoint document management, permit matrices, and a structured risk register — for a ~\$90M two-site capital program.</p>	<p>JV COORDINATION</p> <p>Served as the primary coordination layer between ECU and its JV partner across hundreds of discrete action items, enabling JV agreements, engineering contracts, interconnection applications, and regulatory submissions to advance concurrently.</p>	<p>PERMITTING ADVANCEMENT</p> <p>Advanced air permitting, CAFRA permitting, and multi-agency approval processes for both sites, managing consultant relationships and maintaining timelines despite the complexity of NJ's environmental justice and CAFRA regulatory frameworks.</p>
<p>RISK MANAGEMENT</p> <p>Facilitated a structured risk program that identified and addressed critical risks including CAFRA exposure, interconnection uncertainty, wellfield gas availability variability, and gas rights extension challenges before they could impact project schedules.</p>	<p>REGULATORY INTELLIGENCE</p> <p>Delivered timely IRA tax credit analysis, NJ sales tax research, LCFS credit eligibility assessments, and technology evaluations, ensuring ECU's investment cases reflected current policy and regulatory conditions throughout the engagement.</p>	<p>CONSTRUCTION READINESS</p> <p>Coordinated engineering design, equipment procurement, geotechnical investigation, wellfield improvement, and utility application workstreams to position both projects for construction initiation — a major milestone in ECU's renewable energy growth strategy.</p>

“There is so much happening on these two projects that without someone like THAMPICO holding it all together, critical items would fall through the cracks every single week. The program management discipline they brought was exactly what our team needed to keep these projects moving.”

— ECU Renewable Energy Ventures, Senior Leadership

WHY THAMPICO

- **Built for Energy Infrastructure Complexity:** THAMPICO's team brings direct experience managing multi-party, multi-site capital programs in the energy sector, including deep familiarity with RNG development, landfill gas systems, utility interconnection processes, and New Jersey's regulatory environment.
- **Embedded Program Management Model:** We become a functional extension of your team — owning the coordination, reporting, and follow-through that keeps complex programs on track without the overhead of permanent headcount expansion.
- **End-to-End Program Capability:** From pre-construction planning and risk workshops through permitting strategy, engineering coordination, and construction oversight, THAMPICO provides integrated program management across the full project lifecycle.

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