

Ellen Mullins

Principal Technical Consultant

Ellen brings 15 years of experience in navigating the fine details of permits, policy, and regulations at federal, state and local levels, while remaining focused on big picture objectives. Her experience as a state regulator and strong written and verbal communication skills have led to successful coordination of environmental requirements internally, externally, and with regulatory agencies. Her networking and project management abilities provide leadership, organization, scope & budget, time management, and teambuilding skills.



EXPERIENCE: 15 years' experience in Transportation, Water, Industrial, and Renewable Energy

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EDUCATION

- Master of Science. Forestry, Mississippi State University, USA, 2014
- Bachelor of Science. Forestry, University of Kentucky, USA, 2011

PROFESSIONAL AFFILIATIONS AND REGISTRATIONS

- First Aid/CPR/AED Certified

LANGUAGES

- English, native speaker

FIELDS OF COMPETENCE

- Wetland Assessment, Delineation, Permitting
- Threatened and Endangered Species Assessments

- NEPA Documentation
- Project Management

KEY INDUSTRY SECTORS

- Transportation
- Water
- Industrial/Commercial
- Renewable Energy

HONOURS AND AWARDS

- 2022 Inducted as Kentucky Colonel, for public service on BOSK-Ford Glendale Battery Plant economic development project (Glendale, Kentucky, USA)
- 2019 Kentucky Transportation Cabinet's Public Service Recognition Award (Frankfort, Kentucky, USA)

PUBLICATIONS

Ellen M. Boerger, Brent R. Frey, Andrew W. Ezell, Tracy Hawkins. 2015. "Effects of late rotation thinning on light availability and red oak regeneration within a minor stream bottom in Mississippi" (2015). In Proceedings of the 17th biennial southern silvicultural research conference. e-Gen. Tech. Rep. SRS-203. Asheville, NC: U.S. Department of Agriculture, Forest Service, Southern Research Station. 8 p.

Brent R. Frey, Ellen M. Boerger. "Groundstory vegetation response to different thinning intensities in a minor stream bottom in Mississippi: a preliminary analysis" (2015). Proceedings of the 17th biennial southern silvicultural research conference. e-Gen. Tech. Rep. SRS-203. Asheville, NC: U.S. Department of Agriculture, Forest Service, Southern Research Station. 7 p.

Boerger, Ellen Marie, "Natural Regeneration Dynamics of Red Oak Seedlings in Mississippi Bottomland Forests" (2014). Theses and Dissertations. 3269.
<https://scholarsjunction.msstate.edu/td/3269>



KEY PROJECTS

KENTUCKY STATE GOVERNMENT AND REGULATORY EXPERIENCE

§401 Water Quality Certification | Kentucky Division of Water | Statewide, Kentucky | 2019-2023 | Environmental Scientist, Section Lead

Evaluated and managed Section 401 applications for all sectors focusing on water resources identification, quality assessment, project activity impacts, best management practices and compensatory mitigations. Also conducted monitoring inspections for facilities during active construction. Compliance inspections on stream relocation or restoration actions. As Section Lead, was assigned to large, complex, political, and economically significant projects. Outstanding performance throughout the regulatory review for state-import Economic Development projects resulted in induction as a Kentucky Colonel by the state Governor.

Project examples include Nucor Steel Brandenburg & Gallatin Facilities, Ford Motor Company Glendale Battery Plant, FERC certification modifications, US Army Corps of Engineers projects including the Ohio River Maintenance Dredge program, Barren River Lock & Dam No. 1 removal, Green River Lock & Dam 5 removal, Green River Lock & Dam 6 removal & emergency debris cleanup, and Green River Lock & Dam 2 emergency dredge.

Endangered Species Act (ESA) Section 7 | Kentucky Transportation Cabinet | Statewide, Kentucky | 2013-2019 | Environmental Scientist, Section Lead

Project manager overseeing budget and scope development for ESA assessments. Ellen conducted plant and fish surveys, served as technical expert for species determinations in Biological Assessments, and led coordination with USFWS, including multiple Biological Opinions. She has successfully navigated complex minimization and/or mitigations for fish, plants, bats, freshwater mussels, birds, and crayfish.

Ellen also led creation of the KYTC Pollinator Program which included designated habitat areas, policy development, and acquisition of funding for a 5-year, statewide roadside grassland and pollinator habitat field survey conducted from 2020-2024 in partnership with the state Office Kentucky Nature Preserves.

Project examples include the Mountain Parkway Expansion Project, Right Fork Maces Creek Bridge Replacements (3), Hacker Branch Bridge Replacement, Kentucky Lake and Lake Barkley Bridge Replacements, and Kentucky Glade Cress Mitigation at KY-61, KY-480, and Cooper Chapel Road - III.



COMMERCIAL / INDUSTRIAL

Confidential Data Center Development | Pulaski County, Arkansas | 2024-2025 | Permit Consultation & Lead

Ellen supported due diligence studies including wetland delineation, habitat assessment, and cultural resources. Following field studies, she also assessed conceptual site layouts for potential water resource impacts related to compliance with state and federal permitting requirements and calculated anticipated compensatory mitigation estimates for the client. Ellen coordinated the PreApplication Meeting with US Army Corps of Engineers' Little Rock District in anticipation of a two-phase permitting of an Individual Permit with use of a preliminary Nationwide Permit for initial construction activities.

Landfill Expansion Project | Rumpke of Kentucky LLC | Pendleton County, KY | 2023-2025 | Permit Coordinator, Technical Writer, & Construction Support

Led the Clean Water Act Section 404 & 401 coordination on this large-scale landfill expansion project via preparation of application packages including preparation of the alternatives analysis discussion. Transitioned the project through regulatory updates resulting in permit reduction from an Individual Standard Permit to the acquired 404 Nationwide Permit 39 with 401 Individual Water Quality Certification. Provided a Permit Directives Memo to assist with agency communications in the 15 year construction timeline, and providing active construction permit compliance advisement.

ENERGY

Confidential Utility Scale Solar Project | Mason County, Kentucky | 2025 | Proposal Preparation and Project Management

Assisted project manager by preparing full environmental services scope and fees proposal. Approved Purchase Order included wetland delineation, habitat assessment, cultural resources studies, and EA/FONSI NEPA documentation for compliance with RUS grant funding.

Martin County Solar | Martin County, Kentucky | 2024 | Project Manager

Project manager over environmental tasks including habitat assessment, wetland delineation, and related agency correspondence. Project management includes scope and fee preparation with risk assessment, scheduling, budget and invoice, and team and deliverables management.

Confidential Utility Scale Solar Project | Metcalfe County, Kentucky | 2024-2025 | Permit Consultation

Facilitated PreApplication Meeting with US Army Corps of Engineers and provided consultation regarding interpretation of water resource impacts and avoidance in support of preparation of a Permit Strategy Memo.



LG&E Mill Creek Generating Station Wetland Delineation | Louisville Gas & Electric (LG&E) | Jefferson County, Kentucky | 2023-2024 | Project Manager

Project Manager for 63-acre wetland delineation. Stantec previously delineated 15-acres, so this action includes investigation of supplemental parcels and re-evaluation of previously identified waters for compliance with current waters rules and regulations. Ellen also assisted in interpretations of complex jurisdictional determinations during time of regulation transition.

Bluebird Solar | BayWa r.e. Solar Projects | Harrison County, Kentucky | 2023 | Project Manager

Project manager and lead for evaluating existing environmental documents provided by the client to identify any outstanding needs or issues. Review focused on water resources and related permitting requirements. Supplied documentation and commitments for CWA Section 404 and 401 compliances. Prepared and acquired the state and local floodplain permits.

TRANSPORTATION / TVA

Progressive Design-Build KY 8 Bridge Replacement| Kentucky Transportation Cabinet | Kenton County, Kentucky| 2023-2025 | Environmental Compliance Manager

Environmental Compliance Manager serving as an expert environmental scientist responsible for monitoring, documenting, and reporting the status of environmental compliance for the work reporting and coordinating all issues directly with the Kentucky Transportation Cabinet and the Project Manager. Responsible for application and acquisition of Clean Water Act Section 404/401/408, River & Harbors Act Section 10, and USFWS Goose Depredation permits. Assist with Section 9 US Coast Guard permitting.

Design-Build Henderson - I 69 Ohio River Crossing (ORX), Section 1 | Kentucky Transportation Cabinet | Henderson, Kentucky, United States | 2023-2024 | Environmental Compliance Reviewer

Review Build Unit Group plan sets, track environmental commitments and ensure compliance maintained as construction progresses.

FY24-25 & FY22-23 Planning Statewide Contract | Kentucky Transportation Cabinet | Kentucky | 2023-2025 | Environmental Task Manager

Task manager and lead author for Environmental Overview 'red flag' Reports for the project study corridors related to on-call statewide contract. Recent project study areas have covered up to 10,000 acres, and included features such as NRHP Historic Districts, hydraulic dams, public boat ramps, and recreational trails.

US 60 Ballard County PEL Study - Ecological Report | Kentucky Transportation Cabinet | Kentucky | 2023-2024 | Environmental Biologist & Writer



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Participated in multiple Resource Agency Meetings. Coordinated desktop data requests. Drafted a robust Ecological Report as dictated by the PEL study and wide variety of wildlife and waters resources identified in the study corridor. The 16,167 acre study corridor included cross-country corridor establishment on the Kentucky approach, a new bridge crossing over the Ohio River, and standard Illinois approach. Land protections within the study area included the state Boatwright Wildlife Management Area, multiple NRCS Wetland Reserve Program and Emergency Watershed Protection Program – Floodplain Easements, Axe Lake Swamp State Nature Preserve, and Cypress National Wildlife Refuge.

FY25 InvestPrep Projects | Tennessee Valley Authority | TN (4 sites), MS (1 site) | 2025 | Writer & Deputy Project Manager

Proposed actions included purchase and/or minor development at sites poised for future industrial development as part of TVA's FY24 InvestPrep Projects. Ellen provided project management support focused on communications, quality assurance, and deliverables schedule. Awareness and prompt adjustment to federal directives related to environmental justice, climate change, etc. Prepared annotated outlines and authored botany section narratives.

FY24 InvestPrep Projects | Tennessee Valley Authority | KY (3 sites), TN (2 sites), AL (1 site) | 2024 | Writer & Reviewer

Proposed actions included purchase and/or minor development at sites poised for future industrial development as part of TVA's FY24 InvestPrep Projects. Ellen coordinated with NRCS on Prime Farmland areas and wrote sections on Prime Farmlands, Noise, and Air Quality & Climate Change for 6 unique Environmental Assessment documents spanning 3 states. Ellen also served as reviewer for associated wetland delineation reports.

WATER

Permit Strategy Memo | City of Norwood | Massachusetts | 2023-2024 | Writer

In support of the Basis of Design Memorandum, Ellen prepared the permit strategy report identifying and evaluating critical permitting and development issues that would require special attention including DCR Dam Safety Permit and MEPA requirements. A summary permitting matrix of required discretionary approvals from local, state, federal and/or tribal authorities. Navigated Article 97 land status issues.

Willisburg Lake Dam Improvements | Kentucky Division of Water | Washington County, Kentucky | 2023-2024 | Environmental Task Manager & Biologist

Task manager over environmental permitting: CWA Sections 404/401, Section 7 ESA, Section 106 NHPA, and state/local floodplains for NRHP eligible dam. Conducted habitat assessment and waters delineation. Acquired Section 404 Nationwide Permit 3 with 401 General Certification. Coordinating state/local floodplains permits.

Pennyrile Lake Dam Improvements | Kentucky Department of Parks | Christian County, Kentucky | 2024-2025 | Environmental Task Manager & Biologist



Task manager over environmental permitting: CWA Section 404/401, Section 7 ESA, Section 106 NHPA, and state/local floodplains for an eligible dam within a NRHP Historic District. Conducted habitat assessment and waters delineation. Acquired Section 401 Individual Water Quality Certification. Section 404 Nationwide Permit 3 issuance pending historic MOA.

South Fork Beargrass Creek Dry Bed Basin Improvement | Louisville Metropolitan Sewer District | Jefferson County, Kentucky | 2023-2024 | Environmental Task Manager and Permit Preparation

Task manager for maintenance dredge at a flood control facility. Environmental permitting included Section 404 Nationwide Permit 31, 401 General Certification, state floodplain permit, and local MS4 floodplain permit.

Millersburg Water Supply Project | Kentucky American Water | Bourbon County, Kentucky | 2023-2024 | Environmental Task Manager & Permitting

Task manager for a 12-mile new waterline installation within existing highway right-of-way area traversing through a county with many eligible historic resources. Acquired Section 404 Nationwide Permit 57, 401 General Certification, and state floodplain permit.

KY 536 Widening - NEPA Environmental Baseline | Kentucky Transportation Cabinet District 6 | Boone and Kenton Counties, Kentucky | 2023-2025 | Environmental Task Manager

Coordination of all environmental team tasks and project information including incorporation of design and multiple alternate design modifications in preparation of full baseline studies to support NEPA Categorical Exclusion III (CE3) documentation.

I-71 Road Widening Project | Kentucky Transportation Cabinet | Gallatin County, Kentucky | 2023-2024 | Environmental Task Manager; NEPA & Permitting

Task manager for Aquatic & Terrestrial, and Noise Analysis field survey and reporting. Ellen authored the Categorical Exclusion II (CE2) documentation and coordinated the Section 404 Nationwide Permit 14 with 401 General Certification.

