

James R. Carlson - MSCE



Beginning at age 13, Mr. Carlson spent his summers exploring the backcountry of the Continental Divide in the Rocky Mountains of his native state of Colorado. As time passed and his love for adventure broadened, his excursions through the Grand Canyon, across southern Utah, and within the badlands of central Nevada yielded a hardened tenacity and the conviction that something is only impossible until somebody actually does it.

Thirty years of experience at coal fired powerplants, as a project manager over large electrical infrastructure projects, in landfill operations, and as a governmental policy activist demonstrated to Mr. Carlson that without fundamental change, federal agencies will continue transitioning away the congressional mandates that form the basis of their authority to the detriment of individual freedoms and life, liberty and personal happiness.

Expansion of federal administrative powers can only be countered through Congressional action or by government-to government checks wrought by units of county government. Through the 10th Amendment, state constitutions, and state legislative actions, county governments have been delegated specific authority over property taxation, local police powers, health and safety and infrastructure. For over a decade and through two-dozen government-to-government initiatives, Mr. Carlson has demonstrated that trained county commissioners can effectively wield their legislated and constitutional authorities to slow, check, change, or stop federal initiatives before they are imposed at the county level.

Qualification Highlights - Policy, Litigation

- ◆ Coordinated, as Executive Director of KNRC, CRA litigation against the Department of the Interior
- ◆ Created KNRC programs that informed Federal courts and led to vacatur of Lesser Prairie Chicken Listing
- ◆ Developed policy activism that informed and led to EO 13855 - “Promoting Active Forest Management”
- ◆ Engineered and coordinated strategies that affected both designation and reduction of the Bears Ears Monument
- ◆ Equipped the public record and the US Senate for rescindment of BLMs Planning 2.0 Rule
- ◆ Facilitated and equipped a Federal decision to abandon a mineral withdrawal in the Superior National Forest

Qualification Highlights - Environment

- ◆ Program Manager during expansion of a 188-acre ash landfill for Sunflower Electric Power Company. The project team performed deep fate & transport modeling research, demonstrating the efficacy and appropriateness of the unlined design. International resistance to the Sunflower coal plants required keen political and technical sensitivity to secure layers of regulatory approvals for the last unlined electric utility landfill in the United States.
- ◆ Early career experience includes permitting, operation, and closure of electric-utility landfills and management of hazardous waste at 5 powerplants; CWA and RCRA experience includes NPDES permitting and management of noncompliance issues for electric utilities; Endangered-species habitat restoration, mitigation, and biological opinions; acquisition of a US Army Corp of Engineers 404 Permit for dam construction; navigation of the NEPA processes for complex and controversial industrial programs.

Qualification Highlights - Project Management

- ◆ Oversight responsibility for permitting, engineering, procurement, contract management, and project/construction management for seven (\$43M) high voltage transmission, substation, and communication projects for Nevada Power Company, and one for the City of Fredonia, Kansas.
- ◆ When FEMA denied a time extension to the City of Fredonia, Kansas, funding for construction of a electrical transmission line, four substations, and 3 distribution centers ceased. Mr. Carlson was retained to identify issues, develop strategies, and re-organize the project. By employing foundational principles of project management, good political strategy, and the personal engagement of both Kansas Senators, Mr. Carlson navigated the bureaucratic appeal process and reversed FEMA's decision, restoring \$4.7 M in lost funding. He then managed the construction project to completion and negotiated resale of the assets to a regional Kansas utility.

Qualification Highlights - Governmental Policy

- ◆ Founded the Kansas Landfill Association (KLA) in 2004, the Kansas Natural Resource Coalition (KNRC) in 2013, the Montana Natural Resource Coalition in 2020, and the Boundary Line Foundation in 2021.

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PROFESSIONAL EXPERIENCE

THE BOUNDARY LINE FOUNDATION

[REDACTED]
[REDACTED]
[REDACTED]

Chairman
IRS 501 (c)3 Policy Advocacy and
Charity for County Governments
August 2021 - Present

STILLWATER TECHNICAL SOLUTIONS

[REDACTED]
[REDACTED]

Managing Partner
Engineering, Project & Policy Mgt
Consulting
August 2010 - December 2021

KANSAS NATURAL RESOURCE COALITION

[REDACTED]
[REDACTED]

Executive Director
Federal Governmental Policy
May 2013 - December 2021

STINSON ENVIRONMENTAL GROUP

[REDACTED]
[REDACTED]
[REDACTED]

Associate - Engineering
& Environmental Consulting
September 2007 - June 2010
Owner: Randy Alewine

SUNFLOWER ELECTRIC POWER CORP.

[REDACTED]
[REDACTED]
[REDACTED]

Supervisor of Environment
September 1999 - August 2007
VP Report: Wayne Penrod

NEVADA POWER COMPANY

[REDACTED]
[REDACTED]
[REDACTED]

Project Manager
March 1997 - September 1999
Director: John Zelling

NEVADA POWER COMPANY

[REDACTED]
[REDACTED]
[REDACTED]

Environmental Analyst III
May 1993 - March 1997
Manager: Alec Hart

Kleinfelder, Inc.
Industrial Compliance, Inc.
Jacobs Engineering Group, Inc.

Las Vegas, NV (7/1992 - 5/1993)
Overland Park, KS (1/1990 - 5/1992)
Lenexa, KS (8/1989 - 1/1990)

EDUCATION

Master Science, Civil Engineering: Kansas State University, 2003 - GPA: 4.0
Thesis: The Engineering and Environmental Performance of Class C Flyash in Surface Impoundment Liners
BA/Geology: University of Colorado - 1989
AS/Liberal Arts: Penn Valley Community College - 1984

SELECTED CERTIFICATIONS & AFFILIATIONS

Utilities Solid Waste Activities Group Edison Electric - Steering Committee (2002-2006)
Electric Power Research Institute - Water Policy Steering Committee (2002-2006)
Competent Communicator and Leadership Certifications: Toastmasters International No. 1187505 - (2010)