
Response to the Town of Luther, Oklahoma Request for Proposals for Environmental Assessment, Proposed Data Center

**Presented To:**

Town of Luther, Oklahoma

Presented By:

Prof. Saxon Metzger, MBA, AICP, MEI
131 Continental Drive, Suite 305 Newark, DE 19713
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(618) 434-5684

August 7, 2026
Rian Harkins, AICP, Town Manager
Town of Luther, Oklahoma
office@townoflutherok.com

Subject: Request for Proposals, Environmental Assessment for Proposed Data Center

Dear Rian Harkins,

Planner to planner: we understand you are buying a decision record, not a compliance document. Your Board will have to defend what it adopts in a public room, and the record has to hold up when read closely by people who want a different outcome. Polaris EcoSystems writes to that standard. You confirmed on August 3 that no federal permit, funding, or approval is involved, so this is a municipal assessment under Luther's own authority. We will still use the analytical structure of a federal environmental assessment, because it produces a traceable record of what was studied, what was assumed, and what was concluded, and because it converts cleanly if a federal nexus later appears.

The applicant is Beltline Energy, and the facility is proposed as a behind-the-meter load served directly from the adjacent OG&E Redbud Generation Station. That single design choice moves the electrical question away from transmission buildout and toward capacity displacement, dispatch effects, and what residential ratepayers carry. We also understand why the completion date is November 30. The moratorium on rezoning and specific use permit applications runs through December 31, so the Town is deliberately finishing this assessment before applications can be filed again, and the Board should hold a defensible record the day that door reopens. Our schedule, our study sequence, and our decision to write the mitigation matrix as draftable specific use permit conditions all follow from that.

Polaris has no relationship of any kind with Beltline Energy and no financial interest in whether this project is approved or denied. We are paid to produce findings, not an outcome. In a town where roughly three hundred residents have already turned out in opposition, that independence is the qualification that matters most, and we expect to be asked about it in public.

On the two heaviest evaluation criteria our standing is specific. Saxon Metzger authored the 2026 conference paper "Sovereign Power: Legal, Regulatory, and Economic Considerations for Indigenous Microgrid Infrastructure in the Age of Data Centers," addressing hyperscale data center load growth, interconnection backlogs, water and cooling cost allocation, and capacity-based revenue tariffs. Those are Luther's questions. For the Shoshone-Paiute Tribes of Duck Valley our work covers assessment of existing electrical infrastructure, electrification planning, and renewable energy feasibility. For the City of Tacoma we completed a strategic planning and community engagement study for a proposed waste-to-fuel facility, evaluating sites for zoning compatibility and infrastructure readiness and authoring a permitting framework and stakeholder engagement plan that addressed local opposition early. Polaris is a Native American owned firm with an office in Pawhuska, Oklahoma, and every technical study in this scope is performed in-house.

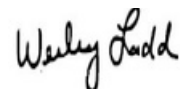
Our fee is a not-to-exceed of \$155,910, covering 1,378 labor hours, three trips to Luther, and all direct costs. We will deliver the final Environmental Assessment, technical appendices, and hearing materials on or before November 30, 2026, and can begin the week of August 24. Prof. Saxon Metzger will serve as Principal-in-Charge and as your point of contact throughout.

Sincerely,

Prof. Saxon Metzger, MBA, AICP, MEI
Chief Executive Officer
(618) 434-5684
saxon.metzger@polariseco.com

Cale Cornelison
Chief of Staff
(512) 947-7928
cale.cornelison@polariseco.com

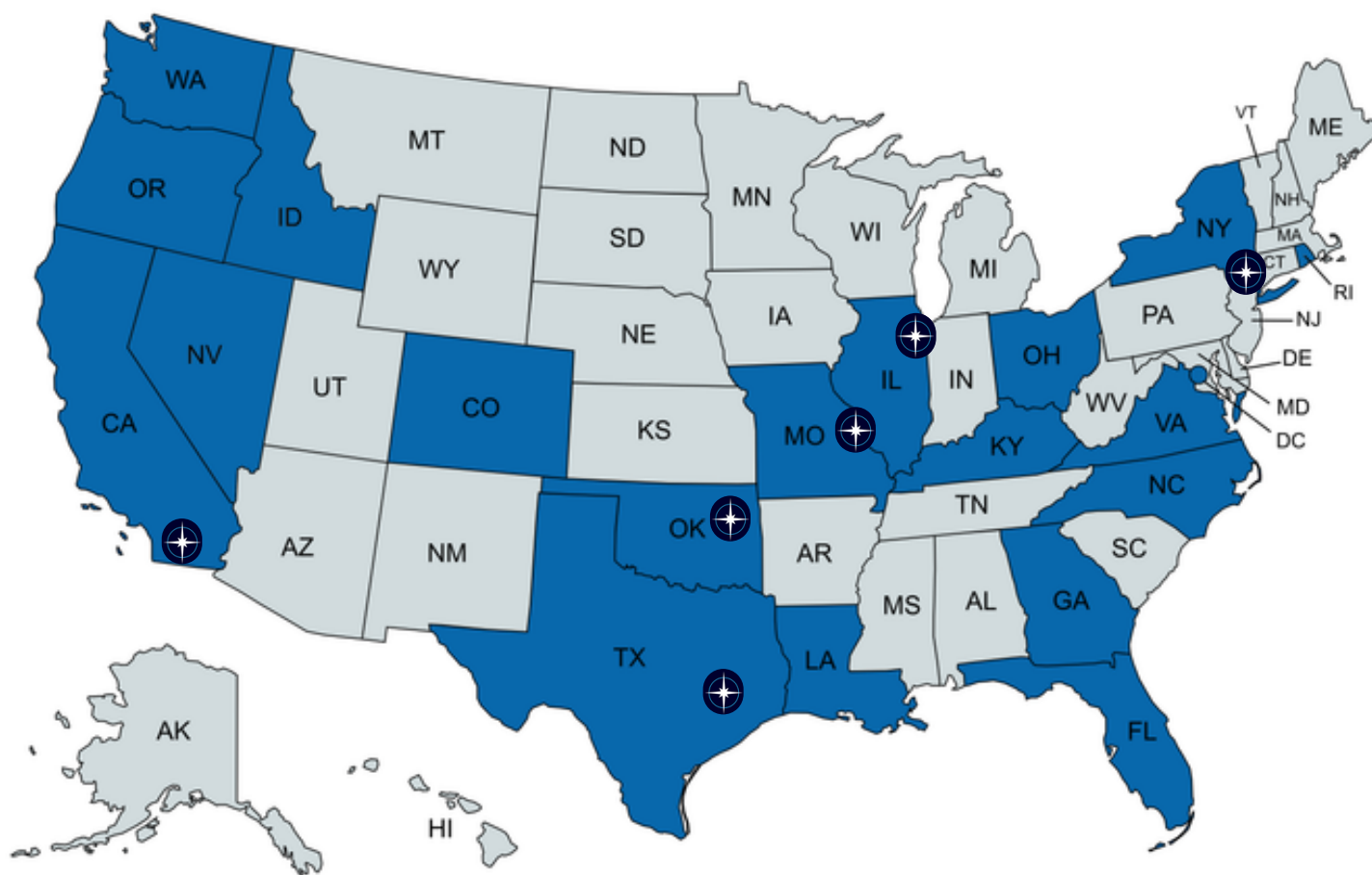
Wesley Ladd, MBA
Chief Technology Officer
(270) 804-1062
wes.ladd@polariseco.com



Organizational Qualifications

National Reach & Operational Footprint: Polaris EcoSystems maintains a robust national presence, with active project experience spanning the West Coast, the Midwest, the South, and the Eastern Seaboard. Our operational footprint covers a wide swath of regulatory landscapes, ranging from professional services in the dense urban corridors of New York, Chicago, and Southern California, operations and maintenance construction management in the rapid-growth markets of Texas and North Carolina, and infrastructure development experience in rural and tribal communities from Virginia to Oklahoma and Washington. This broad geographic reach allows our team to adapt successful strategies from across the country.

Structured Flexibility: To support this broad service network, our distributed staffing structure ensures same-day response times by our leadership and emergency technical support teams, while our on-the-ground technical teams are able to achieve next-day deployment. With a commitment to embed elements of our team in the regions we work and foster local workforce development, we deploy resources with the speed, efficiency, and scalability that builds durable value for our clients and stakeholder partners long after our initial contracts are successfully delivered. We have worked across 17 states with a broad array of municipalities, utilities, state governments, tribal nations, federal departments, and academic partners, and we have built a strong foundation of experience that continues to inform our project delivery strategies as well as internal training and external education programs.



Offices

Austin, Texas

St. Louis, Missouri

Chicago, Illinois

New York City, New York

San Diego, California

Pawhuska, Oklahoma

Organizational Qualifications

Polaris EcoSystems is a Native-owned, NNASC-certified MBE consulting firm that delivers energy planning, environmental analysis, and sustainability strategy to municipal, tribal, and federal clients. Our work spans GHG inventories, clean energy planning, environmental compliance, infrastructure assessment, and data-driven decision support.

Selected relevant engagements include:

- Comprehensive assessment of existing electrical infrastructure and electrification planning, home energy audits, and renewable energy feasibility study for the Shoshone-Paiute Tribes of the Duck Valley Indian Reservation, in coordination with the Bureau of Indian Affairs Tribal Electrification Program (2026, approximately \$500,000)
- Strategic planning and community engagement study for a proposed waste-to-fuel facility for the City of Tacoma, Washington, including evaluation of specific sites for zoning compatibility and infrastructure readiness, grid interconnection requirements, and a Streamlined Permitting Framework, Best Practices, and Stakeholder Engagement Plan that addressed local opposition early
- Agrivoltaics feasibility and regulatory pathway analysis for the Piedmont Environmental Council, including zoning constraint documentation across multiple counties and a permitting pathway from local zoning review through environmental assessment to utility interconnection approval
- Sustainability Action Plan and Baseline Inventory of Government Operations Greenhouse Gas Emissions for the City of Carbondale, Illinois, adopted by City Council, including community-scale emissions analysis across energy, transportation, buildings, and waste sectors (2022)
- U.S. Department of Energy Cross-Sector Consulting Program providing technical assistance across Tribal and municipal energy projects (2024, \$400,000)
- Technical feasibility reporting, on-site assessment, solar design, and grant acquisition for the Rappahannock Tribe of Virginia, including a successful GRID Alternatives Capacity Building Grant
- Stakeholder engagement for zoning and development with the Upper Mattaponi Tribe of Virginia

Data Center and Utility-Intensive Development Familiarity

Saxon Metzger authored the 2026 conference paper "Sovereign Power: Legal, Regulatory, and Economic Considerations for Indigenous Microgrid Infrastructure in the Age of Data Centers" (CGIS 2026), analyzing hyperscale data center load growth against utility planning assumptions, interconnection backlogs, water and cooling cost allocation, and capacity-based revenue tariffs. Those are the questions this scope raises. Duck Valley adds hands-on utility capacity assessment; Tacoma adds grid interconnection and industrial siting analysis.



Project Understanding

The Town is deciding whether a large data center belongs on land immediately adjacent to the OG&E Redbud Generation Station. The applicant is Beltline Energy. The RFP describes approximately 320 acres; public reporting describes closer to 400. We carry acreage as a stated assumption, resolve it at kickoff against the applicant's site plan, and build every acreage-driven quantity to be recalculated rather than rewritten.

The behind-the-meter structure is the central technical fact. Power is drawn directly from Redbud rather than through new transmission service, which inverts the standard analysis. The questions are no longer queue position and network upgrades. They are what the Redbud units were built to serve, how much capacity a continuous high load factor customer occupies, how dispatch changes when a large block of output is committed to one on-site customer, and whether cost or risk shifts onto residential ratepayers.

Water is the community's first concern, and cooling architecture drives it. Evaporative, closed-loop, and air-cooled designs differ by orders of magnitude in consumption. No water number is credible until the cooling approach is pinned. If the applicant has not committed to one, we assess a range and say so plainly.

Noise is two problems, not one. Continuous mechanical plant noise and periodic generator testing reach different receptors and call for different mitigation. Both need a baseline.

The Town confirmed no federal permit, funding, or approval applies, so there is no NEPA obligation. We apply NEPA-grade structure because that structure is what makes a record defensible, and we note the conversion path if a federal nexus later appears.

This feeds a Specific Use Permit and an economic development agreement. The useful output is therefore not a narrative report but findings and conditions a board can attach to a permit.

On timing: the moratorium runs to December 31, 2026 and this assessment is due November 30. We read that as the Town intending to hold a completed technical record before applications can be filed again. That shapes the work. The assessment must be robust to a project description that may still evolve, which means documenting assumptions explicitly and building the analysis to be updated against a filed application rather than redone.



Approach and Work Plan

The work plan below mirrors Scope of Services sections A through H so the Town can score it line by line. Hours and fees are stated for each task and roll up to the not-to-exceed on the fee page. Saxon Metzger, Principal-in-Charge, leads every task in this scope and is the Town's single point of contact throughout.

Task 1. Project Initiation and Work Plan (36 hours, \$3,940)

Kickoff with Town staff to confirm the project description, study area, available site plans, required submittals, and schedule. We deliver a work plan and deliverable matrix in week one.

The differentiator here is an Information Request Memo, drafted by us and issued by the Town to the applicant, itemizing exactly what the assessment requires: cooling architecture and water source, peak and average electrical demand, generator count, fuel type and testing regime, construction phasing and haul routes, employee counts and shift patterns, lighting plan, and hazardous materials inventory.

The fallback is stated plainly. If an item is not supplied, we assess against published industry ranges for comparable facilities, label every such input as a range rather than a commitment, and identify which findings would change if the applicant later commits to a different design. This is what makes the document usable before an application is filed.

Task 2. Regulatory Framework (44 hours, \$4,960)

A standalone memo the Town can hand to counsel, covering Oklahoma DEQ environmental review considerations across air, land, water and local service impacts; OPDES stormwater and discharge permitting triggers including construction general permit thresholds; Oklahoma Water Resources Board groundwater and surface water rights; FEMA floodplain constraints; Oklahoma SHPO cultural resource review; Town of Luther zoning and the Comprehensive Plan; and the determination that no federal nexus currently applies, with the conversion path if one arises.

Task 3. Existing Conditions and Field Reconnaissance (152 hours, \$15,080)

A desktop baseline across every item in Scope section C, built from named public sources: ODOT traffic counts, OWRB water resource data, USGS and NRCS soils and hydrology, FEMA flood mapping, USFWS IPaC, the Oklahoma Natural Heritage Inventory, SHPO records, Census and ACS, and the Town's Comprehensive Plan.

Field reconnaissance follows: two staff, two days on site. Site and receptor reconnaissance, ambient noise spot measurements at identified sensitive receptors, visual and lighting baseline photography, roadway and access observation, and habitat and vegetation ground-truthing of the desktop screening.

Desktop-primary is the right call here because the Town said so and because it puts the budget where the contested questions are. The field trip exists to verify the assumptions that matter most and to put real observation into the record.



Approach and Work Plan

Task 4. Technical Studies (546 hours, \$54,550)

All studies are performed in-house by Polaris staff. They are ordered below by weight rather than by the order in the RFP, because the RFP itself directs that utility demand and operational impacts be treated as core study topics, and our hour allocation reflects that instruction. The first three studies carry 200 of the 546 hours.

One note on the count. The RFP names ten technical studies. We propose eleven. The addition is the electric infrastructure, grid, and ratepayer analysis. We added it because a facility served behind the meter from the Redbud Generation Station raises questions of capacity displacement, dispatch behavior, and ratepayer exposure that none of the ten named studies would otherwise reach. It is included in the fee at no separate charge. If the Town would rather not have it, the hours come out and the fee drops accordingly, but we would advise against that.

Water demand and supply (70 hours). Demand modeled across evaporative, closed-loop, and air-cooled scenarios; source identification; OWRB rights and availability; effect on Town system capacity and on neighboring wells.

Noise (70 hours). Ambient baseline at identified sensitive receptors from field measurement; modeled continuous mechanical plant noise; separately modeled periodic generator testing events; propagation to nearest residences; comparison against Town standards.

Electric infrastructure, grid, and ratepayer impact (60 hours). Behind-the-meter configuration, capacity displacement at Redbud, dispatch and peak-day behavior, forced-outage contingency, and whether cost or risk shifts onto residential ratepayers.

Traffic (60 hours). Construction and operational trip generation, haul routes, access configuration, and intersection operations using ODOT and available local count data.

Stormwater and erosion control (50 hours). Impervious cover, runoff volume and rate, discharge points, OPDES construction general permit triggers, and downstream effects.

Air quality and generator emissions (52 hours). Standby generator inventory, fuel type, testing regime, criteria pollutant and hazardous air pollutant screening, and construction-phase dust.

Biological resource screening (46 hours). USFWS IPaC and Oklahoma Natural Heritage Inventory review, habitat characterization, and field verification of desktop findings.

Wastewater and sewer capacity (40 hours). Process and sanitary flows, blowdown characteristics, and Town system capacity.

Cultural and historic resource review (34 hours). SHPO records review and known-resource identification. Records-based, not a field survey.

Lighting and visual impact (34 hours). Photometric review, viewshed analysis from public vantage points and nearest residences, and dark-sky compliance.

Hazardous materials and spill-risk screening (30 hours). Fuel storage, water treatment chemicals, battery systems, containment adequacy, and emergency response implications.



Approach and Work Plan

Task 5. Impact Assessment (96 hours, \$10,280)

Construction, operation, maintenance, and decommissioning assessed for direct, indirect, and cumulative effects across all eight resource areas named in the RFP: water resources; energy and electrical infrastructure; traffic and roadway safety; air quality; noise and vibration; stormwater and drainage; public health, safety and welfare; and community services and emergency response.

Cumulative effects are handled against the other data center activity in the same power corridor rather than treating this project in isolation. Decommissioning is frequently omitted from reviews of this kind. We treat it as a real phase with real obligations, because a twenty-year-out obligation that nobody wrote down becomes the Town's problem.

Task 6. Alternatives Analysis (64 hours, \$7,000)

All six alternatives the RFP names, including no-action, alternative site layout, reduced footprint, alternative access configuration, alternative cooling or utility approach, and alternative phasing.

The RFP requires explaining how each option changes impacts on water use, energy use, stormwater, traffic, noise, air quality, and utility burden. The output is therefore a comparative matrix scoring every alternative against all seven dimensions, not a narrative. This is where a board gets its actual choices, so it is written to be usable in a public hearing by someone reading it for the first time.

Task 7. Mitigation and Permit Conditions (52 hours, \$5,840)

A mitigation matrix with every measure classified as best addressed by design, by operation, or by permit condition, exactly as the RFP asks.

The differentiator: measures in the permit-condition column are drafted as usable Specific Use Permit condition language, ready for the Town Attorney to review, not as recommendations someone else has to translate. Coverage includes buffers and setbacks, noise attenuation and equipment screening, limited generator testing windows, stormwater best management practices, water conservation, traffic management and construction sequencing, dark-sky compliant lighting, utility coordination commitments, and emergency response planning.

We add monitoring and enforcement triggers to each, because a condition nobody can measure is not a condition.

Task 8. Public Engagement (104 hours, \$11,540)

One Town Board session in person, one public meeting in person, and two advisory team sessions held virtually, matching what the Town asked us to budget. Presentation materials, a plain-language executive summary, and maps.

We will be direct about the posture. Community concern centers on water, noise, and utility rates, and the room will be skeptical. Our practice: publish the analysis before the meeting rather than presenting conclusions cold; use written comment intake so the loudest voice does not crowd out the record; answer what the data does and does not show, including where uncertainty remains; and never advocate for an outcome.



Work Plan and Deliverables

Task 9. Public Comment Response Log (44 hours, \$4,460)

Every comment logged, categorized, and answered in writing, with a stated disposition and, where a comment changes the analysis, a pointer to the revised text. This is the part of the record that protects the Town both legally and politically. A resident who can find their own comment and read the answer is a resident who was heard, whether or not they got the outcome they wanted.

Task 10. Draft Environmental Assessment Production (102 hours, \$10,050)

Administrative draft, technical appendices, impact summary tables, maps and graphics. Written in plain language, per the RFP's explicit instruction, and organized so that a reader can go from the executive summary to the supporting analysis without an intermediary.

Task 11. Final Environmental Assessment and Hearing Materials (78 hours, \$8,490)

Final assessment incorporating Town staff and public input, hearing presentation deck, and one electronic and one printable final copy as the RFP requires.

Task 12. Project Management and Quality Control (60 hours, \$7,380)

A single point of contact, biweekly written status to the Town Manager, and internal technical review of every deliverable before it leaves the office.

Our quality standard is stated plainly: every quantitative claim in the assessment traces to a cited source or to a stated assumption. There is no third category. Where a number is uncertain, the document gives a range and says why.

DELIVERABLES

Every deliverable named in the RFP, mapped to the task that produces it and the week it arrives.

Deliverable	Task	Timing
Project work plan and deliverable matrix	Task 1	Week 1
Information Request Memo *	Task 1	Week 1
Regulatory Framework Memo *	Task 2	Week 3
Baseline existing conditions report	Task 3	Week 7
Technical appendices, eleven studies	Task 4	Week 10
Impact summary tables	Task 5	Week 10
Alternatives analysis and comparative matrix	Task 6	Week 10
Mitigation matrix with draft permit conditions	Task 7	Week 10
Administrative Draft Environmental Assessment	Task 10	October 30, 2026
Public comment response log	Task 9	Week 13
Final Environmental Assessment	Task 11	On or before November 30, 2026
Hearing presentation materials	Task 11	Week 14
One electronic and one printable final copy	Task 11	With final delivery

* Not required by the RFP. Included at no additional cost.

EXPERIENCE

PIEDMONT ENVIRONMENTAL COUNCIL Regulatory Pathway Analysis

Reference:

Ashish Kapoor, Senior Energy Advisor
(540) 347-2334 ext.7054
akapoor@pecva.org

Project Link: <https://vcnva.org/agrivoltaics-crops-solar/>



Baseline technical analysis. We completed a multi-phase assessment of the technical and economic viability of agrivoltaic systems in Virginia's Piedmont region, analyzing soil quality parameters, solar irradiance data, and agricultural productivity metrics to establish baseline conditions. The work produced a technical framework detailed enough to support construction documentation and permit applications.

Regulatory pathway mapping across jurisdictions. We documented zoning restrictions across multiple counties, analyzed net metering policy implications, and identified specific barriers in agricultural preservation districts. The central deliverable was a permitting pathway document mapping the full sequence a project must clear, from local zoning review through environmental assessment to utility interconnection approval.

Stakeholder engagement on a land use question. We designed and executed a consultation program engaging farmers, local officials, utility representatives, and community members. Documented stakeholder input directly changed system design, including the selection of fixed-tilt over tracking systems to preserve farmable acreage.

Relevance to Luther. The regulatory framework task in this scope is the same product we built for Piedmont: a plain statement of which local, state, and federal requirements apply, what triggers each, and the order in which they must be satisfied, including the utility coordination that a behind-the-meter arrangement makes central. The agricultural landowner engagement is relevant as well, given the rural land interest already visible around this site.



EXPERIENCE

CITY OF TACOMA, WASHINGTON Contested Facility Siting and Engagement

Reference:

Max Drathman, Project Manager - Environmental Services
(253) 502-2276

kdrathman@cityoftacoma.org



Site evaluation against zoning and infrastructure. We evaluated specific sites, including the Port of Tacoma and the Tacoma Rail Yard, analyzing zoning compatibility and infrastructure readiness for a proposed waste-to-fuel facility. We defined the operational requirements for feedstock preprocessing and grid interconnection, producing the granular technical basis a jurisdiction needs to evaluate a proposal rather than react to it.

Comparative technology and alternatives analysis. We conducted a comparative analysis of competing technologies, including pyrolysis and plasma gasification, and documented why fluidized-bed gasification was the lower-emission option. That is the same discipline the alternatives analysis requires here: a defensible comparison across named options rather than a preferred option with justification attached afterward.

Addressing opposition early rather than late. We authored a Streamlined Permitting Framework, Best Practices, and Stakeholder Engagement Plan that mapped compliance strategies across the full range of project stakeholders. Opposition was surfaced and addressed early in the process instead of at the hearing.

Relevance to Luther. This is the closest analogue in our portfolio to what the Town is buying. A large industrial facility, a specific site, real questions about utility and infrastructure capacity, a jurisdiction that needed an independent technical record, and a community that was not uniformly in favor. The subject matter differs. The problem does not.



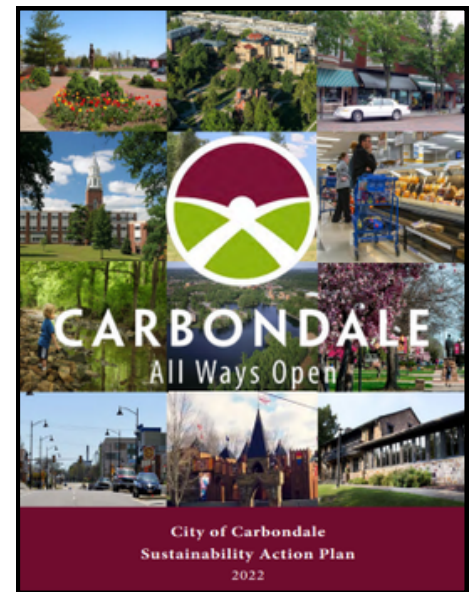
EXPERIENCE

CITY OF CARBONDALE, ILLINOIS Sustainability Action Plan and GHG Baseline

Reference:

Gary Williams, MPA - Former City Manager, City of Carbondale
(618) 439-4321
gm@rendlake.org

Project Link: <https://www.explorecarbondale.com/894/The-Carbondale-Community-Sustainability->



A baseline that had to hold up. We produced the City's Sustainability Action Plan and a baseline inventory of government operations greenhouse gas emissions, including community-scale emissions analysis across the energy, transportation, buildings, and waste sectors. The document was adopted by City Council, which means the numbers in it were examined by people who would have to defend them.

Infrastructure capacity against land use. We coordinated with planning departments and public works to align land use policy with actual infrastructure capacity, and evaluated brownfield sites to move underutilized parcels back into productive use. The question of whether the infrastructure supports what the land use allows is the same question at the center of this scope.

Engagement with rural and agricultural stakeholders. We executed an engagement strategy that documented input from underrepresented rural and agricultural stakeholders and carried it into adopted municipal code.

Relevance to Luther. A municipal client, a technical document adopted by a governing body, a baseline built to be defended in public, and infrastructure capacity tested against land use. This is the engagement that shows we can produce a technical record that survives adoption.

A fourth reference: Shoshone-Paiute Tribes of Duck Valley. Our electrical infrastructure assessment, electrification planning, home energy audits, and renewable energy feasibility study, in coordination with the BIA Tribal Electrification Program (2026, approximately \$500,000), is the closest match in our portfolio to the utility-capacity analysis at the center of Task 4. We have not listed a contact here because we do not provide client contact information without first confirming the individual is willing to take the call. We will furnish a name and number within one business day of a request.



Qualifications of Key Personnel

Full Resumes in Appendix



Prof. Saxon Metzger, MBA, AICP, MEI

Role on this project: Principal-in-Charge and Town point of contact. Leads Task 2 Regulatory Framework, the electric and ratepayer study within Task 4, Task 5 Impact Assessment, Task 6 Alternatives, the public meeting and Town Board session, and Task 12 QA/QC.

Data center subject matter expert: Authored the 2026 conference paper "Sovereign Power: Legal, Regulatory, and Economic Considerations for Indigenous Microgrid Infrastructure in the Age of Data Centers" (CGIS 2026), analyzing hyperscale data center load growth, interconnection backlogs, water and cooling cost allocation, and capacity-based revenue tariffs.

Municipal and planning practice: AICP certified planner. Principal for the City of Carbondale Sustainability Action Plan and GHG baseline, the City of Tacoma facility siting and engagement study, and the Piedmont Environmental Council regulatory pathway analysis.

Federal and state advisory: Appointed to the U.S. Department of Energy RESOLVE Advisory Committee and the State of Illinois Component Task Force. Co-instructor, Indigenous Environmental Planning, Massachusetts Institute of Technology.

Principal-in-Charge

Education:
BS in Economics, University of Utah
MBA with an Emphasis in Sustainability, Wilmington University

Certifications:
AICP
MEI, Master Energy Investor
ISO 14001 Lead Auditor
NABCEP PV Technical Sales Professional
NABCEP PV System Inspector



Wesley Ladd, MBA

Role on this project: critical infrastructure risk lead. Coordinates the hazardous materials and spill-risk screening study within Task 4 and supports risk framing in Task 5.

Critical infrastructure risk: Career in internal audit and consulting for Fortune 500 companies and non-profit organizations, including tenure at RSM and at EY, specializing in qualitative risk assessments for critical infrastructure.

Why this matters here: A data center is a critical-infrastructure facility with fuel storage, standby generation, chemical inventories for water treatment, and continuous operations. Hazardous materials and spill-risk screening is a structured risk assessment problem before it is an environmental one, and it is staffed here accordingly.

Chief Technology Officer

Education:
MBA with a Specialization in Internal Audit, Louisiana State University

Certifications:
Certified Information Systems Security Professional (CISSP)
Certified Information Systems Auditor (CISA)

Qualifications of Key Personnel

Full Resumes in Appendix

Robert Cornelison



Senior Planner

Education:

BS, Business Administration,
Pan American University

Role on this project: Senior Planner, public process lead and board-facing management. Co-leads Task 7 Mitigation and Permit Conditions and Task 8 Public Engagement.

Public sector leadership: More than thirty years of public-sector leadership serving as a City Manager and as a Port Director, with direct experience presenting technical findings to elected bodies and to the public, and carrying contested projects through public review to decision.

Contested environmental projects: Conceived and championed the 6,500-acre Bahia Grande dustbowl-to-wetland restoration project, building a 65-organization coalition that aligned environmental restoration with port operations, regulatory approvals, and community benefits. This is the credential that matters most for Luther: a large, technically complex, publicly contested environmental project carried to completion through a coalition that did not begin in agreement.

Federal grant and economic development strategy: Conceived, co-wrote, and managed multiple multi-million-dollar EDA and USDA grants, and helped secure a Rural Empowerment Zone designation, one of only two awarded nationally.

Communication: Has consistently translated complex technical, economic, and environmental programs into documentation that works for both community members and external decision-makers.

Madison Null



Field Research Coordinator

Education:

BS, Fish, Wildlife and
Conservation Biology,
Colorado State University
Minors in Zoology and French

Honors:

Summa Cum Laude; Dean's
List

Role on this project: Field Research Coordinator. Coordinates the field reconnaissance trip within Task 3, and the biological resource screening study within Task 4. Supports noise baseline measurement.

Field experience: Multi-taxa field experience across North and Central America, including large carnivores, small mammals, birds including raptors, gamebirds and songbirds, amphibians, reptiles, and pollinators.

Technical proficiency: VHF telemetry, GPS, camera traps, PIT tagging, and biological sample collection. ArcGIS and ArcGIS Pro, Survey123, R, Excel, and database management.

Why this matters here: The Town directed that this assessment be desktop-focused with field work where it is needed. That makes the single reconnaissance trip carry real weight. It is where the desktop screening gets ground-truthed, where ambient noise is measured at the receptors that matter, and where the visual and lighting baseline is documented, led by a trained field biologist with the instrumentation experience to make two days on site produce usable data.

Qualifications of Key Personnel

Full Resumes in Appendix



Ed Miles Harvey

Role on this project: GIS and mapping lead. Produces the geospatial analysis and mapping across Task 3 Existing Conditions, leads the lighting and visual impact study and the cultural and historic resource review within Task 4, and produces the maps and exhibits supporting the draft and final assessments in Tasks 10 and 11.

Public sector GIS leadership: Served as GIS Lead for the Navajo Nation Division of Natural Resources, introducing Esri ArcGIS Online for resource monitoring across 110 community officials and building real-time mapping of grazing patterns, land use, and resource conditions.

Conservation and land stewardship practice: Through Plan Conservation LLC, Ed personally prepared 254 conservation plans and surveyed 3,277 acres of farmland and resource lands for producers, landowners, and Tribal governments working within BIA and Tribal review frameworks.

Why this matters here: Every finding in this assessment is spatial: study area boundaries, sensitive receptors, floodplain and drainage, habitat, viewsheds, haul routes, and buffer geometry. In a document that will be read closely in a public room, the maps are examined at least as hard as the text, and here they are produced by a career GIS professional rather than as an afterthought of report production.

GIS and Mapping Lead

BS, Geographic Information Systems, University of New Mexico

2025 MIT Solve Indigenous Communities Solver

President, Navajo Farmer & Rancher Congress

Board Member: The People Lands Collaborative, and Indigenous Seed Keepers



Lynn Metzger

Role on this project: Project controls and document management, working within the Task 12 project management allocation. Maintains the deliverable schedule against the November 30 completion date, tracks the status of every information request issued to the applicant, and maintains the document record behind the public comment response log in Task 9.

Contract and certification compliance: Twenty-eight years in contracts and project management for FCI Aerospace, serving Lockheed Martin, Pratt and Whitney, Boeing, Airbus, and Sikorsky. Managed the company's full certification portfolio, including ISO 9001, ISO 14001, and NQA-1 and IEEE nuclear quality standards, completing four to five new product or facility certifications a year as the coordinating lead for documentation, audits, and submissions.

Public sector project support: Advised local governments and regional partnerships on project development, federal funding opportunities, and stakeholder coordination on grant-funded infrastructure work.

Why this matters here: This scope runs thirteen deliverables across fourteen weeks and four Town engagements, ending in a record the Board has to defend in public. Assembling auditable documentation to a fixed deadline is the discipline she has practiced for a career, and it is what keeps the schedule and the comment record complete rather than approximately complete.

Project Controls and Document Management

Education:

Fullerton Junior College
General Studies
Paralegal Certification

Harvard Law School
Constitutional Law

Certifications:

Manufacturing 5S
Time Management
MS Project Scheduling

APPENDIX

- **NNASC Tribal Ownership Certification**
- **Key Staff Resumes**



NNASC

National Native American
Supplier Council

CERTIFIED NATIVE-OWNED

Polaris Ecosystems

The National Native American Supplier Council has reviewed and approved the application for the above company to be considered Native-owned. The listed company has demonstrated ownership and control as a Minority Business Enterprise and further demonstrated majority Native ownership and control.

July 6, 2026

Issued Date

DE-618-002

Certificate Number

July 12, 2027

Expiration Date


Julio Martinez
Board Chairman


Jason M. Palmer
Executive Director



Prof. Saxon Metzger - MBA, AICP, MEI

(618) 434-5684

saxon.metzger@polariseco.com

Professional Summary: AICP-certified planner, energy executive, and professor with industry and academic credentials and experience spanning project development, planning, research, and instruction. CEO of Polaris EcoSystems and Principal Investigator on \$3.4M+ in awarded federal, Tribal, and private funding across energy, infrastructure, land-use planning, GIS, feasibility, and sustainability. Faculty at NYU Stern, Wilmington University, and Tulsa Community College. DOE Community Energy Innovation Grand Prize winner and MIT Solve Fellow.

Experience

Chief Executive Officer | Polaris EcoSystems | 2024–Present

- Specialize in estimation and project management for commercial and utility-scale energy projects, including installation, maintenance, repowering, and decommissioning.
- Manage technical R&D operations for Lumigrid, oneNode, WaveForm, and cloud integration layers.
- Serve Fortune 100/500 asset owners, developers, and manufacturers, alongside tribal and municipal clients.

Adjunct Assistant Professor | Wilmington University, New York University, and Tulsa Community College | 2023–Present

Wilmington University

- **23 Courses Taught:**
 - Global Marketing Management (MBA 7600), Graduate - Fall 2023, Spring 2024, Spring 2025, Spring 2026
 - Marketing Analytics (MBA 7615), Graduate - Fall 2025, Summer 2026, Fall 2026
 - Fundamentals of Economics (ECO 105) - Spring 2024, Summer 2024, Spring 2025, Summer 2025, Summer 2026
 - Economics II (ECO 102) - Spring 2024, Spring 2026
 - Urban Economics and Sustainability (ECO 340) - Fall 2026
 - FinTech Fundamentals (FIN 320) - Spring 2025
 - Financial Reporting and Analysis (FIN 410) - Fall 2025, Fall 2026
 - Investment and Securities Analysis (FIN 411) - Fall 2026
- **5 Courses Developed or Redeveloped:**
 - Investments and Security Analysis (FIN 411) - Spring 2026
 - Financial Technology (FIN 320) - Spring 2026
 - Fundamentals of Money & Banking (ECO 221) - Fall 2025
 - International Economics (ECO 440) - Spring 2025
 - Urban Economics and Sustainability (ECO 340) - Fall 2024

NYU, Stern School of Business

- **1 Course Taught:** Sustainability for Competitive Advantage (BSPA-UB 9068) - Spring 2026
- **1 Courses Developed or Redeveloped:** Sustainability for Competitive Advantage (BSPA-UB 9068) - Fall 2025
- **Guest Lectures**
 - **UMN (2026):** Tribal Energy Transitions
 - **LSU (2026):** Infrastructure Planning and Economic Development
 - **Virginia Tech (2025 and 2026):** Fish and Wildlife Conservation Policy (Fish and Wildlife Sciences 2514)
 - **MIT (2025):** Indigenous Environmental Planning (Urban Planning 11.171/11.172)

Tulsa Community College

- **4 Courses Taught:** Principles of Microeconomics (ECON 2023) - Spring and Summer 2026

Principal Director / Principal Investigator | Eighth Generation Consulting | 2022–Present

- Serve as PD/PI for local, state, federal, tribal, and international grants, MBE certified through NNASC
- Manage technical teams for R&D of software and hardware technologies for small businesses
- Direct grant writing services, team formation, partnership management, and application development
- Build teaming partnerships across businesses, nonprofits, municipalities, and tribal governments

Project Development Manager | NuLife Power Services | 2023–2024

- Led commercial-utility scale project development, including new-build, removal/replacement, and decommissioning
- Built and managed the company's solar end-of-life and special-projects pipeline, including internal and external management of project committed cost reports, permitting, and procurement
- Coordinated project estimation, scoping, and stakeholder engagement across the development lifecycle

Project Developer / Project Manager | StraightUp Solar | 2021–2023

- Oversaw residential and commercial-scale solar-plus-storage project management
- Advanced from Project Developer to Commercial Project Manager, expanding scope across the project portfolio
- Led public awareness and community education initiatives

Director | Solarize Southern Illinois | 2021

- Directed the annual Solarize Southern Illinois program, managing contractors and stakeholder engagement
- Built the technical platform and provided overall program oversight and development
- Fostered nonprofit and for-profit collaboration and community technology-literacy efforts

Vice-Chair | City of Carbondale Sustainability Commission | 2017–2021

- Primary author of the City of Carbondale Sustainability Plan, adopted unanimously by the Commission
- Led municipal land-use efforts as Vice-Chair, including developing the Climate Baseline Emissions Study

Education - Dean's List for all Semesters of Attendance

Wilmington University - Master of Business Administration - *Graduate Student of the Year Award*

University of Utah - Bachelor of Science in Economics

Palomar Community College - AA in Social and Behavioral Sciences

Certifications

NABCEP - PV System Inspector & Technical Sales Professional

AICP Certified

ISO 14001: 2015 EMS Lead Auditor

OSHA 10/30 Construction + HAZWOPER 40 + NFPA 70E (2023) Standard for Electrical Safety

NASCLA Qualifying General Contractor

Accelerators

- **2026:** ACORE Accelerator 2026-2028 Cohort
- **2026:** MassChallenge - UK - AI and Autonomy
- **2026:** VentureWell Ocean Accelerator
- **2026:** Nvidia Inception Program, Google for Startups, ScaleWay Founders, Lambda Labs, and AWS Startup

Fellowships

- **2026:** Indigenous Data Champion - U.S. Indigenous Data Sovereignty Network
- **2025:** Emerging Leaders - Trellis
- **2025:** Indigenous Leadership Academy - American Indian Policy Institute
- **2024-2026:** Tribal Energy Innovators Fellowship - GRID Alternatives
- **2024:** MIT Solver - Indigenous Communities Fellowship Class of 2024

Selected Projects

- **2026:** Funding recommended by the USACE for a CSO, with further guidance impending
- **2026:** App development and piloting, Consultation Corral language application (\$10,000)
- **2026:** Infrastructure mapping and site assessment, RES Group (\$9,950)
- **2026:** Energy efficiency, infrastructure mapping, and utility planning, Shoshone-Paiute/BIA (\$499,875)
- **2025:** Solar Prize Round 8 Semifinalist, U.S. Department of Energy (\$75,000)
- **2024:** Community Energy Innovation Grand Prize - Manufacturing - Department of Energy (\$460,000)
- **2024:** Cross-Sector Consulting Program, U.S. Department of Energy (\$400,000)
 - City of Tacoma: Developed implementation guidance for a fluidized-bed waste gasification facility
 - Rappahannock Tribe: Managed land use and comprehensive planning, including a tribal solar infrastructure project
 - Upper Mattaponi Tribe: Worked with stakeholder engagement for zoning and development
 - Piedmont Environmental Council: Worked on implementation guidance for a pilot agrivoltaics project

Symposium and Conference Presentations

- **2026: UNLV Boyd School of Law Conference - *The Sovereign Cloud: Jurisdictional Advantages and Regulatory Challenges of Tribally Owned Data Centers***
- **2026: CGIS - *Sovereign Power: Legal, Regulatory, and Economic Considerations for Indigenous Microgrid Infrastructure in the Age of Data Centers***
- **2026: AISES in Canada - *Workforce Development and Entrepreneurship Pathways for Microgrid Projects***
- **2025: American Solar Energy Society - *Solar at End of Life: Challenges and Benefits of Circularity with a Focus on Tribal Perspectives, Workforce Development, and Sustainability***
- **2025: Geothermal Rising Conference: *Geothermal Solutions for Data Centers and Distributed Energy***
- **2025: AISES in Canada - *Renewables Redefined: Decommissioning as a Pathway to Innovation and Empowerment***
- **2025: Transportation and Extreme Weather Symposium: *Tribal Considerations in Infrastructure Planning***
- **2024: American Solar Energy Society - *Solar Decommissioning 101: Lessons to Avoid an Unsustainable Future***
- **2023-2025: Accredited IABCET and NASBA Trainings**
 - *Case Study: A Life Cycle Analysis of Decommissioned Solar in PJM Territory*
 - *Critical Lessons for Future Installers to Reduce End-of-Life Costs*
 - *Exploring the Regulatory Landscape for Decommissioning and Recycling Solar Panels*
 - *Funding Opportunities and Resources for Entrepreneurs*
 - *Workplace Best Practices in Solar Decommissioning*
 - *Entrepreneurship: How to Transform Inclusive Site Selection into an Economic Powerhouse*
 - *Opportunities and Challenges for Organizations: the Future of Solar Decommissioning and Recycling*
 - *Protecting Our Future: Tools for Sustainable Business to Support Equitable Workforce Development*
 - *Renewable Relationship-Building and Collaboration to Support Renewable Enterprises*
 - *Sustainable and Community-Oriented Manufacturing*
 - *Renewables Redefined: Decommissioning as a Pathway to Innovation and Indigenous Empowerment*
 - *It's Decommissioned, Now What? Solutions for Removed Solar PV Material*
 - *Solar End of Life Options: Comparing Solar Decommissioning and Repowering*
 - *Environmental Impact and Cross-Border Solutions for Solar Panel Disposal*
 - *Indigenous Perspectives on Sustainability and Entrepreneurship*

Board Positions and Memberships

- **2026-Current:** Regional Advisory Council Member, Tribal Nations, Coalition for Green Capital
- **2026-Current:** Member, Energy Institute (MEI)
- **2025-Current:** Member, Renewable Energy Component Task Force, State of Illinois
- **2025-Current:** Honorary Chair, North American Branch, Energy Institute's Professional Network
- **2024-Current:** Advisory Committee Member, Department of Energy PV RESOLVE
- **2023-2025:** Mentor and Member, American Indian Science and Engineering Society (AISES)

Professional Awards

- **2025:** MIT Solver semifinalist for CedarStack, centering tribal data sovereignty and data center development
- **2025:** Preferred Provider, Alliance for Tribal Clean Energy
- **2025:** Verizon Disaster Resilience Prize semifinalist for oneNode, a microgrid technology for disaster response.
- **2025:** Winner, "Ready" phase for the American-Made Solar Prize Round 8
- **2024:** Shortlisted for the Energy Institute's International Energy Young Professional Award
- **2023:** 30 Under 30 in Energy by NextGen for contributions to work in energy economics
- **2022:** Les Nelson Award by the North American Board of Certified Energy Practitioners for volunteerism
- **2022:** UN recognition at Biodiversity COP 15 as Primary Author of the City of Carbondale Sustainability Plan

Mentorship

- **2025-Current:** AISES Mentor
- **2025:** Energy Institute Mentor
- **2025:** ASES Mentor Match

Additional Honors

- Marc Ouimet Service Award winner at 17 as Assistant Director of the Palomar College Speech and Debate Team
- Debater of the Year at 16 as the youngest national champion in Lincoln-Douglas and Parliamentary debate
- Platformer of the Year at 15 as the youngest award winning public speaker in the collegiate forensics circuit

Publications

- Metzger, S. and Rose, D. (2026) Wells of Opportunity: Indigenous Perspectives on Geothermal Economics from Orphaned Drilling Operations. *Proceedings*, World Geothermal Congress 2026.
- Metzger, S. (2025) *Prairie-Voltaics: Harnessing Solar Power and Agriculture to Revitalize Rural Economics*. Solar Today, 2025, Vol 39, Issue 2, p16. <https://ases.org/prairie-voltaics-harnessing-solar-power-and-agriculture-to-revitalize-rural-economies/>
- Metzger, S. (2025) *Building Energy Independence: Resilience and Reliability for Rural and Tribal Communities*. Solar Today. <https://ases.org/building-energy-independence-resilience-and-reliability-for-rural-and-tribal-communities/>
- Cornelison, C., and Metzger., S. 2025. *Sovereign Systems: Tribal-Driven Geothermal Solutions for Data Centers and Distributed Energy*. GRC Transactions, Vol. 49.
- Metzger, S. (Spring 2024). *Beyond Affirmative Action: The Future of Indigenous Education*. Native Forward. https://www.nativeforward.org/wp-content/uploads/2024/08/NF_Spring-2024.pdf
- Metzger, S. (2024). *5 signs your company is not sustainable*. Lassonde Entrepreneur Institute. <https://lassonde.utah.edu/5-signs-your-company-is-not-sustainable/>
- Metzger, S. (2024). *5 ways to write better grant applications*. Lassonde Entrepreneur Institute. <https://lassonde.utah.edu/5-ways-to-write-better-grant-applications/>
- Metzger, S. (2024). *5 resources for making your business sustainable*. Lassonde Entrepreneur Institute. <https://lassonde.utah.edu/5-best-resources-for-making-your-business-sustainable/>
- CREO, et al., (2024). *Seizing an Unforeseen Boom: Giving U.S. Clean Energy Assets a Second Life in Latin America*, Contributor, CREO Syndicate. https://www.dropbox.com/scl/fi/ob4oej87n13m373ob86wf/2024_CREO_Seizing_an_Unforeseen_Boom.pdf?rlkey=bu8grx7v4km1xqd19ppkaw1m7&e=1&dl=0
- Metzger, S. (2023). *5 tips to bring sustainability to your business*. Lassonde Entrepreneur Institute. <https://lassonde.utah.edu/5-tips-to-bring-sustainability-to-your-business/>
- Metzger, S., et al., (2022). *Sustainability Action Plan*. Official Government Document. <https://www.explorecarbondale.com/DocumentCenter/View/7451/Sustainability-Action-Plan-PDF>
- Metzger, S. (2022) Baseline Inventory of Government Operations Greenhouse Gas Emissions. Official City Document. <https://www.explorecarbondale.com/DocumentCenter/View/9319/Report-on-City-of-Carbondale-IL-Community-scale-GHG-and-Equivalent-Emissions-Inventory-2019-51023-PDF>
- Metzger, S. (2022). *Collaboratively Integrated Sustainability: Modeled Cross-Sector Collaboration as a Method to Generate Support For and Achievement of Environmental and Economic Sustainability Objectives*. Wilmington University, Masters Thesis Project.

Media Appearances

- 2025: A Journey to Sustainability Leadership. Wilmington University. <https://blog.wilmu.edu/news/2025/04/14/a-journey-to-sustainability-leadership/>
- 2025: Osage News, Pawhuska Oklahoma, "Osage Owned Sustainability Company Opens Pawhuska Office, <https://osagenews.org/osage-owned-sustainability-company-opens-pawhuska-office/>
- 2024: Tribal Business News, Grand Rapids MI, "[MIT Solve selects six Native-led startups for Innovation Fellowship](#)"
- 2024: Energy News Network, Chicago IL, "[Indigenous Solar Consultant Works to Ensure Responsible Development in Communities Scarred by Fossil Fuels](#)"
- 2023: Palomar News, San Marcos, CA. "[Alumnus Credits Palomar College for his Success](#)"
- 2023: Schmid, M. "[Solar End-of-Life Special Projects: An Interview with NuLife Power](#)"
- 2023: Matern, M., Metzger, S. *A Climate Change*. "[Saxon Metzger: Solar Project Development Manager of NuLife Power Services.](#)"
- 2023: Lyderson, K. *Energy News Network*, "[Illinois Wants to Keep Old Solar Panels From Piling up in Landfills.](#)"
- 2022: City Council Meeting April 26, 2022, City of Carbondale, IL, "Resolution Adopting the Carbondale Sustainability Action Plan."
- 2022: Lyderson, K. *Energy News Network*. "[In Southern Illinois There's Growing Faith that Clean Energy Transition Will Pick Up.](#)"
- 2022: Seabaugh, J. *KFVS 12*. "[Carbondale Recognized as a Leader in Climate Planning](#)"
- 2021: Briane, J. *WSIL*. [Local expert weighs in on push for more solar power](#)
- 2021: Gaston, J. *The Daily Egyptian*. [Carbondale Community Resilience Fair introduces environmental changes to the community](#)
- 2021: WSILTV, Carterville IL, [Solarize Southern Illinois Holds Informational Meetings](#)



Wesley Ladd

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Professional Experience

CTO | Polaris EcoSystems, Inc. | *May 2024 – Present*

- Managed UX/UI development, web management services, and beta development for clients such as Consultation Corral to provide web platforms and tools for clients.
- Oversaw construction projects from concept to completion as General Contractor, including procurement, contractor onboarding, and compliance with local regulations.
- Architected and managed development of LumiGrid, leveraging computer vision to automate infrastructure inventorying, damage detection, and maintenance scheduling.
- Collaborated as part of DOE award-winning teams on advanced infrastructure software.

Associate Director, Center for Internal Auditing and Cybersecurity Risk Management | Louisiana State University Risk Management, Baton Rouge, LA | *January 2026 – Present*

- Teach courses in audit and compliance, business, and cybersecurity while supporting the operations of the Center and its partnerships across LSU and with Fortune 500 partners.

CTO / Technical Founder | Train GRC Studios | *Sept 2021 – May 2024*

- Designed, developed, and implemented reference architecture for DuckStack, an AI-assisted developer tool for non-developers.
- Designed and implemented reference architecture for StinkBait, an AI-assisted cybersecurity training tool.
- Led development and implementation of StinkBait using NextJS, CloudFormation, AWS Amplify, API Gateway, AWS Lambda, and Lambda Function Streaming.
- Implemented full-stack CI/CD using GitHub Actions and AWS Amplify with builds separated between front and backend application components and end-to-end test suites.
- Implemented Single Sign-On (SSO) across AWS, Azure, and GCP utilizing Azure Active Directory (AAD) as Identity Provider (IdP).

Cloud Infrastructure Architect | TryHackMe | *Sept 2021 – May 2024*

- Developed and implemented reference architectures for scalable per-account deployment in AWS, serving up automations across a multi-thousand account environment.
- Developed custom React/NextJS-based developer portal serving over 500 clients with scalable backend using CloudFormation, Amazon Cognito, API Gateway, and Lambda Function proxy endpoints.
- Troubleshoot and remediate CI/CD, CloudFormation, and application-specific configuration issues.

Manager, Supervisor, Senior Associate, Associate | RSM US LLP, Austin, TX | *Feb 2018 – Oct 2021*

Manager (Aug 2021 – Oct 2021); Supervisor (Aug 2020 – Aug 2021); Senior Associate (Jan 2019 – June 2020); Associate (Feb 2018 – Dec 2018).

- Developed applications using Python and Terraform based on client specifications.
- Designed and implemented AWS, Azure, and GCP reference architectures utilizing Terraform, CloudFormation, Azure DevOps, GitHub Actions, and Jenkins based on client preferences.
- Troubleshoot and remediate production Kubernetes clusters servicing business intelligence, ERP, and public-facing consumer applications.
- Implemented Single Sign-On (SSO) and various IAM features for web applications hosted in AWS and Azure utilizing Google, Facebook, Apple, Okta, and Ping Identity Providers.
- Developed enterprise-level security strategy and tactical roadmaps for various organizations including major universities, energy companies, and financial institutions.

- Led cross-functional technical security risk assessments, including network and application architecture reviews, and network and application architectural diagram development.

Financial Services Technology Risk Advisor | Ernst and Young, McLean, VA | *Aug 2017 – Jan 2018*

- Audited SailPoint, CyberArk, AWS, and custom data exchange solutions for a Fortune 500 Consumer Bank.
- Performed code review to validate business logic and associated security configurations.
- Completed advanced data manipulation to compare permissions in a federated RBAC schema.
- Reviewed ETL interfaces to validate completeness and accuracy of data transfer.
- Coordinated correspondence related to and transfer/retention of information provided by client.

Internal Audit Intern – Information Security and Data Analytics | Fannie Mae, Washington, D.C. | *June 2016 – August 2016*

- Analyzed 6,000 IT assets and 860,000 mortgage records for key risk indicators for future risk assessment.
- Created data visualizations and variable-granularity workbooks in Tableau for future risk monitoring.
- Researched SSH key management and Kerberos configuration standards to develop internal controls.
- Performed design assessment and fieldwork testing of identity access controls in UNIX server environment.
- Participated in and developed walkthroughs related to UNIX server configuration management.

Education

Louisiana State University, Baton Rouge, LA — Master of Business Administration

- LSU Center for Internal Audit – President

Southern Illinois University, Carbondale, IL — Bachelor of Arts, Philosophy

- Philosophy Club – Vice President

Achievements and Awards

- MLOps Community Leader
- LSU Center for Internal Audit and Cybersecurity Risk Management Board of Directors
- AWS Security Specialty Certification
- Certified Information Systems Security Professional (CISSP)
- Certified Information System Auditor (CISA)
- Quiet Riot – AWS Enumeration Tool (over 100 stars on GitHub)
- Hackingthe.cloud Contributor
- RSM Risk Advisory Services Rookie of the Year
- 2017 SEC MBA Case Competition – Best Q&A
- 2017 Illinois MBA Case Competition – Best Presenter
- 2016 ACG Louisiana Finance Case Competition Champion
- 2016 Executive Presentation Finalist – Fannie Mae



Robert Cornelison

Senior Planner & Strategic Advisor – Polaris EcoSystems, Inc.

Professional Summary: Seasoned public-sector and port management executive with 30+ years of experience in municipal administration, port operations, federal grants, and regional economic development. Former Port Director, City Manager, and Presidential appointee to the SBA Empowerment Committee with a proven track record of conceiving, funding, and delivering complex infrastructure, environmental, and community development projects.

Professional Experience

Senior Planner | Polaris EcoSystems, Inc. | 2024 – Present

- Serves as Senior Planner and strategic advisor on infrastructure, economic development, and environmental planning projects.
- Helps design practical, fundable strategies that connect long-term infrastructure planning with economic development, environmental stewardship, and community priorities.
- Advises Polaris leadership and clients on multi-million-dollar grant strategies, leveraging a record of securing federal funding for ports, regional infrastructure, and Empowerment Zone initiatives.
- Provides subject-matter expertise on ports, navigation, logistics corridors, and trade-related infrastructure for coastal, riverine, and freight-focused projects.

Contract Consultant (Freelance) | 2012 – 2023

- Provided consulting services on port, regional economic development, and grant-funded infrastructure projects.
- Advised local governments, ports, and regional partnerships on project development, federal funding opportunities, and stakeholder coordination.

Port Isabel / San Benito Navigation District, Texas | 1981 – 2011

- Provided executive leadership for a deep-water Navigation District, overseeing port operations, budgeting, strategic planning, and long-term infrastructure development.
- Conceived, authored, and secured multiple multi-million-dollar EDA and USDA grants, directing more than \$10 million in federal funds plus substantial local match for dredging, dock improvements, cargo-handling facilities, and related infrastructure.
- Coordinated closely with engineers, consultants, and agencies to scope projects, develop cost estimates, and document economic benefits, ensuring competitive grant applications.
- Managed post-award reporting and compliance, delivering grant-funded projects on time, within budget, and in accordance with all federal requirements.

City Manager | La Feria, Texas | 1979 – 1981

- Served as chief administrative officer, overseeing daily operations, budgeting, and capital improvement planning.
- Managed utilities (water, wastewater, related infrastructure), public safety (police and fire), public works, and community facilities to support reliable service and long-term growth.
- Directed EDA/LPW federal grant programs, aligning funding with community infrastructure and service needs.
- Planned, financed, and oversaw construction of a new Municipal Complex (Fire Department, Civic Center, City Hall, Municipal Park), coordinating architects, engineers, contractors, and City staff.
- Worked closely with elected officials, planning boards, and department heads on zoning, land use, and development decisions to ensure orderly, sustainable growth.

City Manager | Rio Hondo, Texas | 1976 – 1979

- Directed all city departments and services, including public safety, utilities, and public works.
- Prepared and managed the municipal budget and capital improvement plans.
- Coordinated architects, engineers, contractors, and City staff to deliver facilities that supported public safety, civic engagement, and recreation.

- Ensured all grant-funded projects met federal and state requirements, maintained accurate reporting, and stayed within approved scopes and budgets.
- Integrated capital improvements into broader city planning efforts so new facilities supported future development, population growth, and community use.

Communications Technician / Liaison to NSA | U.S. Military Intelligence | 1969 – 1973

- Served as a Communications Technician acting as liaison for the National Security Agency (NSA).
- Held Top Secret “Codeword” Clearance, supporting sensitive intelligence and secure information handling.
- Assigned to the American Embassy in Nicosia, Cyprus, with full diplomatic status (1970–1972); supported secure communications and coordination between U.S. intelligence, diplomatic staff, and partner agencies.

Leadership & Association Roles

Vice President | Texas Gulf Intracoastal Canal Association | 1996 – 2010

- Supported advocacy and coordination for navigation, commerce, and infrastructure along the Texas Gulf Intracoastal Waterway, including appearances before House and Senate committees.

Chairman | Texas Ports Association | 2002

- Led a statewide association representing Texas deep-water ports, coordinating policy and advocacy efforts.
- Collaborated with state and federal partners on port funding, security, and transportation issues, and participated in legislative hearings and briefings.

Chairman | Rio Grande Valley Partnership | *Chairman: 2004 – 2008 | Vice Chairman: 2000 – 2004*

- Provided regional leadership for an economic development partnership focused on the Rio Grande Valley.
- Promoted investment, infrastructure, and collaboration among business, governmental, and community leaders.
- Represented the region's interests in state and federal policy discussions related to transportation, trade, and economic development.

National Appointment

Member, SBA Empowerment Committee | Appointed by President Bill Clinton | 2006 – 2008

- Built and sustained a coalition of 65 federal, state, commercial, environmental, and educational institutions while serving in the U.S. Small Business Administration Empowerment Committee, providing input on policies and programs to support small businesses and economic empowerment.
- Conceived, collaboratively wrote, and helped win a Rural Empowerment Zone grant application for the Rio Grande Valley, competing against approximately 325 rural communities nationwide.
- Selected as one of only two awardees in the country, securing an Empowerment Zone designation and more than \$40 million in federal support for long-term economic revitalization.
- Leveraged the initial \$40M Empowerment Zone award into approximately \$120M in additional federal, state, and private grants to further expand Industrial, Human, and Infrastructure Development projects.
- Provided strategic leadership over a 10-year tenure on the Board, including 4 years as Chair, guiding investment decisions across four of the poorest counties in the United States.
- Oversaw the planning and completion of 226 Industrial, Human, and Infrastructure Development Projects.
- Recruited 37 small businesses into the Empowerment Zone, including one that scaled to over 10,000 locations.
- Conceived and championed the Bahia Grande Dust Bowl to Wetland Restoration Project, transforming a degraded dustbowl into a restored tidal wetland ecosystem.
- Led early visioning and lobbying efforts for what was at the time the largest wetland restoration project in the region (approximately 6,500 acres), aligning environmental goals with port operations and community needs.

Education

Bachelor of Science in Business Administration, Pan American University



Madison Null

Driven problem-solver with interests in habitat connectivity, community-based conservation, and data-driven field research coordination

Relevant Skills

Avian point counts, nest monitoring, raptor monitoring, gamebird banding, mist-netting, telemetry, public outreach & education, data entry, database management, field data collection systems, program coordination, ArcGIS, R, Survey123

Education

Bachelor of Science in Fish, Wildlife, & Conservation Biology | *Colorado State University, Fort Collins, CO*

- Concentration in Wildlife, Minors in Zoology & French; Dean's List; 4.0 GPA; Summa Cum Laude

Relevant Work Experience

Data Analyst/Field Technician | Polaris EcoSystems | *January 2025 – Present*

- Guide strategic master planning processes for public sector clients, tailoring development roadmaps to meet specific community and economic objectives.
- Coordinate cross-functional teams to author and submit competitive responses to solicitations for infrastructure and development projects.
- Translate technical project scopes into compelling narratives for public sector RFPs, increasing win rates for government tenders.
- Manage complex bid schedules and compliance requirements for diverse clients ranging from sovereign Nations to large municipal agencies.

Field Research Coordinator & Environmental Planning Associate | Univ. of Nevada Reno | *Mar 2025 – Present*

- Leading multi-species field data collection protocols for woodrat hybridization research while expanding methodologies for broader infrastructure and environmental applications.
- Developing systematic data-gathering frameworks applicable to housing impact assessments, transportation corridor studies, and energy infrastructure siting projects.
- Coordinating field logistics including route optimization, schedule management, and equipment maintenance for remote-area operations.
- Conducting biological sampling (ear-tagging, tissue collection, physical measurements) with protocols transferable to community-based monitoring programs.

Wild Felid Camera Trapping Technician | Jaguar Project via Virginia Tech, Belize | *Dec 2024 – Mar 2025*

- Maintained large trail-camera trapping grids; data sorting including species ID (jaguar, ocelot, margay, jaguarundi, and nontargets such as tapir, agouti, tayra, coati).
- Hiked long distances with gear, rainforest camping, ATV operation in challenging terrain.

PEFA Observer / Deputy Volunteer Coordinator | Urban Raptor Conservancy, Seattle, WA | *May 2024 – Aug 2024*

- Monitored urban Peregrine falcon eyries, parents, and fledglings; releasing/reuniting failed fledglings.
- Developed and maintained a common spreadsheet to coordinate site coverage during peak fledgling season.

Admissions Intern & Wildlife Care Assistant | PAWS Wildlife Rehabilitation Center, Lynnwood & Snohomish, WA | *Nov 2023 – Nov 2024*

- Performed intake of injured/ill wildlife; safely handled native seabirds, songbirds, small mammals, raptors, and herpetofauna.
- Handled wildlife for feeding, weighing, and medication; cleaned/prepared enclosures.
- Volunteered with PAWS Naturalist to track radio-collared bobcats via telemetry.

Mountain Lion Kill Site Technician | Nevada Department of Wildlife, Caliente, NV | *Jan 2023 – Jun 2023*

- Located kill sites of collared mountain lions, collected biological samples from carcasses, navigated difficult high mountain desert terrain.
- Managed large trail camera grid, monitored GPS movements of collared cats to find kill sites and dens.
- Operated 4WD vehicles in remote wilderness areas in snow and mud; assisted with raven research project (trapping & VHF backpacks).

Grassland Project Crew Lead | Cooperative Wildlife Lab of Southern Illinois Univ., Carbondale, IL | *May 2022 – Aug 2022*

- Fieldwork: nest searching via rope dragging, nest monitoring with cameras, mesopredator camera trapping, small mammal trapping and handling, ear-tagging, avian point counts, snake surveys, mist-netting quail for radio collaring, vegetation surveys.
- Leadership: organized schedules for 7 technicians, created Survey123 surveys, managed data & supplies.

Northern Bobwhite Quail Research Technician | Cooperative Wildlife Lab of Southern Illinois Univ., Carbondale, IL | *Jan 2022 – May 2022*

- Banded and radio-collared Bobwhite Quail, baited and set traps, surveyed for raptors, conducted VHF telemetry surveys.
- Handled nontarget captures for release (rabbits, opossums, songbirds); traversed difficult terrain by foot and ATV.

Monarch Field Naturalist | Cape May Bird Observatory & New Jersey Audubon, Cape May, NJ | *Aug 2021 – Nov 2021*

- Counted, captured, measured, and tagged Monarch and Cloudless Sulphur butterflies during daily transects.
- Recorded data and wrote an annual report; educated the public on pollinator conservation.

Amphibian Field Technician | USGS & Colorado State Univ., Fort Collins, CO & RMNP | *May 2021 – Aug 2021*

- Surveyed bodies of water for amphibians; took biological samples of & PIT tagged Boreal Toads.
- Backpacked difficult terrain in varying weather conditions; wrote weekly field summaries; flora identification.

Herpetology Research Fellowship | Univ. of Illinois Wildlife Epidemiology Lab, Champaign, IL | *May 2019 – Aug 2019*

- Captured (via radio telemetry, live traps, hand capture, or wildlife detection canines) and collected biological samples of Eastern Box Turtles, Ornate Box Turtles, and Silvery Salamanders.
- DNA extractions and blood work (PCV, total solids); organized and packed field supplies.

Relevant Volunteer & Leadership Experience

NJ Audubon HawkWatch Volunteer | Cape May, NJ | *Aug 2021 – Nov 2021*

- Spoke with members of the public as a naturalist about flora and fauna of Cape May.

Secretary & Project Lead | CSU Chapter of The Wildlife Society, Fort Collins, CO | *2019 – 2020*

- Planned events and officer meetings, managed chapter email, led citizen science groups, invasive species removal, electrofishing, herping, telemetry.

W.O.L.F. Sanctuary Volunteer | Bellevue, CO | *Fall 2019 – Fall 2020*

- Provided necessary care for resident wolves; participated in public outreach events and fundraisers.

References

- **Dr. Marjorie Matocq** (UNR Woodrat Research Director) | mmatocq@unr.edu | (775) 784-4621
- **Dr. Patti Loesche** (Mentor at Urban Raptor Conservancy) | patti@urbanraptorconservancy.org | (206) 784-7958
- **Anthony Denice** (PAWS Naturalist/Supervisor) | adenice@paws.org | (425) 412-4040 ext. 817
- **Dr. Marcella Kelly** (Virginia Tech Jaguar Project Research Director) | makelly2@vt.edu | (540) 231-1734
- **Dr. Larissa Bailey** (USGS Amphibian Tech Supervisor, TWS Faculty Advisor) | larissa.bailey@colostate.edu
- **Peter Iacono** (NDOW/Mountain Lion Project Supervisor) | pciacono@gmail.com | (516) 941-5085
- **Blake Baum** (SIU Quail Tech and Grasslands Crew Lead Supervisor) | baumer95@siu.edu | (618) 420-3738



Ed Miles Harvey

Navajo Nation

Experience

Conservation and Land Stewardship Advisor | Polaris EcoSystems | *2026 to Present*

- Lead culturally grounded conservation planning, field surveying, GIS mapping, and Tribal resource management documentation.
- Performs technical field assessments and data analysis, ranging from GIS, energy audit, conservation, and professional services.
- **Many Farms Community:** 161 farm plots (~2,100 acres) surveyed with comprehensive ecological and agricultural resource evaluation.
- **Cornfields Chapter:** 56 farm fields (~700 acres) of targeted conservation planning and feasibility assessments.

President | Navajo Farmer & Rancher Congress | *2023 to Present*

- Advocates policy reform to expand agricultural access and reduce regulatory barriers for community producers across the Navajo Nation.

CEO and Founder | Plan Conservation LLC | *2023 to 2026*

- Prepares formal land stewardship and conservation plans for producers, landowners, and Tribal governments navigating BIA, Navajo Nation, and Tribal council frameworks.
- Has developed 254 individual conservation plans and surveyed 3,277 acres of farmland and resource lands.
- **Cottonwood Apple Tree Community Orchard:** Led planning and coordination; planted 131 fruit trees.
- **Pinnacle Prevention Food Hub:** Partnered to establish a food hub purchasing from small farmers and distributing to underserved populations.
- **Canyon de Chelly / Canyon Keepers:** Agricultural development planning within culturally significant Navajo Tribal Trust Land & Navajo National Monument.

GIS Lead | Navajo Nation Division of Natural Resources | *2019 to 2021*

- Introduced ESRI ArcOnline for data monitoring with 110 community officials. Developed real-time mapping of grazing patterns, feral livestock, and land use.

Key Accomplishments

- **254 Conservation Plans:** Developed for Navajo Nation producers (December 2023 to February 2026).
- **3,277 Acres Surveyed:** Comprehensive field surveys of farmland and resource lands for BIA and Navajo Nation.
- **250+ Families Assisted:** Helped producers secure land use opportunities for grazing and farming within BIA and Navajo Nation regulatory frameworks.
- **\$160M+ in Drought Funding:** Secured pasture, range, and forage drought funding for tribal programs (2018-2020).
- **12 Funded Programs:** Designed and administered natural resources and agricultural development programs, employing 60 people (2020 to 2023).
- **2025 MIT Solve Indigenous Communities Solver:** Recognized for technology-enabled solutions empowering Navajo farmers and ranchers.

Board & Partnership Affiliations

The People Lands Collaborative | Navajo Trust & Associates | Indigenous Seed Keepers Network | Local First AZ | Diné Bio-Regional Producers Network | Dineh Agriculture Producers and Resources Incorporation (DAPRI)

Education

B.S. GIS, University of New Mexico



Lynn Metzger

San Marcos, CA 92069 | (760) 410-9299

Experience

Project Manager | Polaris EcoSystems, Inc. | 2024 – Present

- Provide consulting support to clients by assessing needs, gathering information, and recommending solutions.
- Conduct research, data analysis, and benchmarking to inform client strategies and decision-making.
- Help design and document work plans, timelines, and deliverables for client projects.
- Prepare clear written materials, including memos, slide decks, and summary reports for internal and external audiences.
- Participate in client meetings, take notes, and translate discussions into concrete action items and next steps.
- Coordinate with team members to keep projects on schedule, flag risks, and maintain organized documentation.
- Support stakeholder outreach through emails, calls, and meeting logistics to ensure strong communication.
- Develop simple tools to streamline recurring tasks for clients and internal teams.

Contract Consultant (Freelance) | 2020-2024

- Provided consulting services on regional economic development and grant-funded infrastructure projects.
- Advised local governments and regional partnerships on project development, federal funding opportunities, and stakeholder coordination.

Customer Service Supervisor: Contracts, Project Management | Fluid Components INTL., | 1992 – 2020

- Responsibilities included budget creation, facilitation and implementation; management of teams on the Manufacturing Floor to develop and produce avionics instrumentation;
- Direct report to COO, CFO, and CEO for the Aerospace Division; POC for engineering staff for New Product Launch as well as Sustaining Engineering Projects.
- Responsible for top 10 Aerospace clients including Lockheed Martin, Pratt & Whitney, Airbus, Boeing, and Sikorsky.
- Responsible for managing safety procedures for internal and external customers with emphasis on working with the DOD and FAA on safety-related requirements.
- Customer interface through in-person strategizing, negotiations, liaison with engineering teams on both ends, and all aspects of avionic instrumentation ordering and after-market sales.
- Managed compliance, reporting, application, and certification processes for FCI's full portfolio of product certifications (ATEX, CE Mark, CSA, CRN, FM, IECEx, Inmetro, NEPSI, UKCA/UKEX, and others) and industry certifications (ISO 9001, ISO 14001, SIL, NQA-1/IEEE Nuclear, HAF604, HART, Foundation Fieldbus, PROFIBUS, CEMS/AMS/QAL1, and UKQAN).
- Completed 4–5 new product or facility certifications per year as purchasing lead, coordinating documentation, audits, and submissions to international certification bodies.
- Oversaw 20+ subcontracted suppliers, managing part qualification and submission workflows to prime contractors.
- Managed service contracts for Philippines nuclear power plant instrumentation, ensuring compliance with NQA-1 and IEEE nuclear quality standards.
- Contributed to FCI's recognition as an industry leader, including 30 consecutive years as #1 in Control Magazine's Readers' Choice Awards, the Process Instrumentation Innovation Award, Flow Control Magazine Innovation Awards, and Breakthrough Product of the Year honors.

Education

Fullerton Junior College | 1988 | General Studies

Fullerton General Paralegal | 1990 | Paralegal Certification

Multiple Training Certifications in Manufacturing 5S, Time Management, MS Project Scheduling
Harvard Law School | 2025 | Constitutional Law