

Thomas A. Williams

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Strategic, highly analytical veteran of entrepreneurial ventures in green energy, manufacturing, construction, development, and environmental sectors: After winding down my last venture in distributed wind energy, I spent several years managing family real estate investments and engaging in climate activism. My wife and I relocated to the San Francisco Bay Area in the middle of the pandemic for her career. I am seeking to fully reengage in the green economy with a focus on renewable energy and green building in the private, public, or non-profit sectors.

Expertise

Project Related:

Renewable Energy Site Assessment
Construction Site Assessment
Renewable Resource Assessment
Estimating and Project Payback Analysis
Broad Knowledge Renewable Tech
Broad Knowledge Green Building Tech
Federal/State/Local Permitting
Environmental Compliance
Project Estimating
Project Management
Sub-Contract Bidding
Contractor Scope and Contracts
Dispute Mediation

Manufacturing/Supply Chain:

Product Development Management
Vendor Selection and Management
Product Certification Management
Process Development Management
Multi-Skill Team Management
Training/Process Manual Development
Cost Analysis

Sales/Customer Relations:

RFP Responses/Complex Bidding
Dealer Network Development/Training
Mediation Customer/Dealer Disputes
Development of Sales Agreements

Corporate:

Corp/LLC Governance
Investor Disclosure and Compliance
Investor Communications
Strategic Planning
Pro Forma Financial Modeling
Financial Analysis

Other:

Economic and Market Analysis
Grant Applications
Government Relations
Community Engagement
Warranty Administration

Experience

Consulting Clean Energy, Technology, and Markets 2022-Present: Providing advice, modeling, and market research services for a variety of early to middle stage entrepreneurial ventures in the Clean Economy Sector. Work includes:

- Market research in carbon offset credit markets.
- Financial modeling, operations/manufacturing planning, product development, and strategic planning mid-market commercial wind turbine company.
- Advice and counsel to several sustainable shopping application startups.

Personal Real Estate Management and Development: 2017-2023: Developed, renovated, purchased, and sold family real property investments including:

- Development, management, and sale of an 80-acre tree farm in Michigan including extensive renovation of farmhouse and farm infrastructure.
- Purchase, renovation, and sale of several residential properties.

Ventera Wind, Inc., Port Clinton, Ohio: 2011-2017—CEO: Ventera was a manufacturer of an advanced horizontal axis wind turbine designed for IEC Class II wind regimes and distributed wind energy installations and a wholly owned subsidiary of North Coast Wind & Power, LLC

of which I was simultaneously a Managing Director. We formed Ventera in the asset purchase of Ventera Wind Company a prior supplier to North Coast.

My work for **Ventera**, aside from general duties as CEO, included:

- Restructured and expanded Ventera's dealer network and developed and oversaw Dealer Training and installation documentation.
- Reduced Cost of Goods Sold on turbines by 15% while maintaining 95% North American Content and reduced total installed cost for complete systems by 15%.
- Led R&D efforts resulting in improved turbine governing system, durability, electrical protection systems and performance.
- Secured award of DOE grant for turbine certification under AWEA 9.1/IEC 61400-2.
- Resolved all legacy warranty claim conflicts between suppliers/dealers/customers from predecessor company.
- Managed corporate finance.
- Developed payback analysis for agricultural/residential and commercial sales.

North Coast Wind & Power, LLC, Port Clinton, Ohio: 2003-2017—Managing Director: I was a founding Member and Managing Director of North Coast, formed in 2003 to pursue the growing need for distributed wind turbine and solar installation in the Midwest United States. North Coast supplied equipment and executed design build contracts for hundreds of distributed energy systems in over thirty states, territories, or provinces in North America. Through North Coast we also provided consulting services for Municipal Utilities in the development of multi-megawatt utility scale wind plants as well as wind resource studies for governmental entities seeking to promote wind power development.

My work for **North Coast** included formation, structure and funding of company, all aspects of business development and strategy and day to day management of the following:

- Wind resource assessments and pro forma feasibility analysis for multiple municipal utilities, municipalities, and counties,
- Consultation on procurement of utility grade multi-megawatt wind turbines for municipal utilities.
- Launched education campaign for multiple governmental subdivisions on model wind development legislation.
- Developed legal structure for sale, installation, funding, and servicing of all residential/commercial/institutional distributed generation projects.
- Sales of consulting services.
- Complex bidding and RFP responses on governmental distributed energy projects.
- Negotiated dealer agreements with multiple turbine suppliers.
- Developed strategies for fast tracking permitting and grant funding approval for installation customers.
- Developed and executed the acquisition of Ventera Wind Company as an asset purchase.

Continental Capital Corporation and Subsidiaries, Toledo Ohio: 1999-2002—Executive Vice President Continental Capital Advisors (December 1999-December 2001), **General Securities Principal and Compliance Officer, Continental Capital Securities** (December 2001-April 2002), **Board of Directors Continental Capital Corporation** (2000-2001), **Executive Vice President, Treasurer and Secretary Continental Capital Corporation** (March 2002-August 2002):

- Initially involved as an internal workout consultant addressing deal construction, restructuring, and private equity offerings on troubled private equity deals.
- Provided vetting, business strategy, investor disclosure development, and strategic business planning advice for client companies seeking private equity investment.
- Worked on the expansion of the firm from 20 to 220 registered representatives through acquisition of Sky Investments from Mid-American Bank of Bowling Green, Ohio as part of a roll up strategy. Developed financing strategy for that transaction and subsequent Regulation D offering of Continental Capital Corporation common stock following acquisition.
- Played a significant role in the subsequent sale of the assets of Continental Capital Corporation two years later as a continuation of the firm's roll up strategy. Wrapped up remaining business of Continental.

Prior Experience

Early career was focused heavily on brownfield and urban redevelopment as a project manager managing permitting, project finances, and construction on difficult “workout”, complex, or troubled projects. My skill in dealing with projects in difficulty led to broader engagement in logistics and manufacturing ventures. I held VP or EVP positions with ARCORP Properties (a brownfield developer in New Jersey), Peak Leasing/Peak Transportation (a trucking company in Perrysburg, Ohio) and Zeller Corporation (an automotive aftermarket parts manufacturer in Defiance, Ohio as well as individual development projects in the greater New York Metro area.

Education

B.A. Political Science—Yale University

Additional continuing education in construction estimating and project management, business valuation, securities law and various aspects of renewable technology, electric grid regulation, and renewable generation finance.

Organizations and Memberships

Climate Reality Project (Trained Climate Reality Leader and member of several CRP working groups focused on federal lobbying, building electrification, and air quality)

American Wind Energy Association

Distributed Wind Energy Association

Ohio Wind Working Group

Assistance Dogs of America, Toledo Ohio, Board Member

Speaking Engagements & Public Presentations

National Brownfields Training Conference: Installation of Renewable Energy in a Brownfield Setting,

Distributed Wind Energy Association--Panelist/Presenter: Quality Improvement in Small Wind Manufacturing,

DOE Small Wind Roadmap Working Group member.

Regular participation in “Fly In” stakeholder lobbying U.S House of Representatives and Senate.

General: Testimony/educational presentations for state and county lawmakers as well as frequent project related presentations in front of zoning and planning boards and county commissions.