

# Ted Ko

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## PROFILE

Tech industry veteran applying unique expertise towards policies that drive the transition to a clean energy economy. Varied background provides a highly valued bridge between technical resources, business stakeholders and government professionals. Proven talents in policy communication and coalition building result in successful relationships with notable officials, regular requests from the cleantech media, and new partnerships with a broad range of stakeholders.

## HIGHLIGHTS

- Led briefings at CARB, CAISO and with FERC Commissioners and staff
- Regular featured speaker on policy design and California politics at cleantech industry events
- Co-founded the Clean Coalition to spur the market for clean local energy in California
- Guest lectured at Presidio Graduate School on Cap & Trade policies for GHG reduction and federal energy legislation
- Provided key strategies to energy dashboard and carbon calculation startup companies
- Interviews, articles, and other media available at [www.completesociety.org/references](http://www.completesociety.org/references)

## EXPERIENCE

### **Co-founder, Associate Executive Director, Clean Coalition, SF, CA – 2009-current**

Leading policy development and legislative relations for clean energy policies across the country

- Develop and lead key relationships with state and federal public officials and their staff
- Provide analysis and policy design recommendations to policymakers
- Intervene directly in regulatory proceedings as subject matter expert
- Partner with major stakeholder groups such as Sierra Club, solar industry alliances, cleantech companies, and labor organizations
- Coordinate coalition members to execute legislative strategy and build public support
- Manage operations, staff and consultants

### **Principal, Complete Society Consulting, SF, CA – 2007-current**

Product strategy, roadmap and venture finance consulting for cleantech startups

- New market strategy for leading energy dashboard / smart grid startup
- Strategy and finance recommendations for cutting edge carbon calculation startup
- Helping evaluate cleantech investment opportunities for angel investors and venture capital funds

### **Director of Products & Operations, GreenDimes Inc, Palo Alto, CA – 2006-2007**

As first employee, ran product management, backend operations and early market analysis

- Grew site, service and operations from company inception to over 30,000 paying customers in first 9 months
- Product success was a key factor in \$20MM Series A financing
- Planned and executed three major strategic product shifts with full site/service rebuilds

### **Product Manager, Yahoo! Inc., Sunnyvale, CA – 2003-2006**

Front line product manager for the Yahoo! Mail and Yahoo! Widgets products, including market research, planning, specification, and launch of major product initiatives.

- Transformed acquired product to the new Yahoo! Widgets for accelerated customer growth
- Designed, launched and managed products combining Yahoo! Mail and broadband Internet service. Success was critical component of a \$100mm+ business for Yahoo.
- Achieved migration of more than 3 million new subscribers to the Yahoo! Mail premium service and was recognized with the highest Yahoo! employee honor, the SuperStar award

**Founder, Social Entrepreneurship Initiative, Palo Alto, CA – 2002-2003**

Created and ran volunteer group dedicated to helping build socially beneficial technology ventures

- Initiated and managed multiple programs to match technology innovation, social needs and sustainable business models to create unique solutions in the social sector

**Principal, PacSpan Technologies, Palo Alto, CA – 2001-2003**

Market research and strategic consulting for a variety of high tech companies

- Conducted market, business model and technical analysis for new venture proposals at Benetech, a leading social venture incubator. (volunteer)
- Concluded critical product decision for online healthcare service company by matching strategic requirements to detailed technical analysis of available software
- Delivered primary technical research and financial analysis on an international market for leading optical networking company

**Senior Technologist, NBC Internet Inc., San Francisco, CA – 2000-2001**

Technical and business analysis on major corporate acquisition targets and technical design for company-wide strategic initiatives

**Founder, Director of Engineering, Flyswat, Inc., San Francisco, CA – 1998-2000**

Technical lead and engineering manager for service's core content management system

Achieved angel funding, \$3MM Series A, and successful acquisition by NBC Internet.

**Director of Technology, Paradigm Integrated Networks, Berkeley, CA – 1997-1998**

Managed operations and product development of leading healthcare transaction system

Launched first product in the industry to automate paper remittance management

**Member of Technical Staff, Pacific Telesis (PacBell), San Ramon, CA – 1995-1997**

Advanced research in telecommunications technology and e-commerce software

**EDUCATION**

**Presidio Graduate School — MBA in Sustainable Management, May 2011**

- Founded first venture finance club to connect investors to social entrepreneurs and provide new startups with expert advice

**Massachusetts Institute of Technology — BS/MS Computer Science, 1995**

- Tau Beta Pi and Eta Kappa Nu honor societies

**ADDITIONAL**

**ASSOCIATIONS:** Net Impact Lifetime Member

**ACTIVITIES:** Performance & Social Dance, Ultimate Frisbee, Rock Climbing, Snowboarding

References available upon request

# Kenneth Sahn White

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Santa Cruz, CA 95060

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## Summary

Exceptional abilities in analysis, problem solving and consensus building demonstrated in academic research, consulting, public policy development, and successful organizational management. Primary focus on economic and environmental implications of energy, technology, and emissions policy.

## Education

Master of Science, Environmental Studies (in progress)  
San Jose State University

Doctoral Program in the Social Studies of Science and Technology (ND)  
Massachusetts Institute of Technology

Bachelor of Science, psychology emphasis, minor in philosophy (class honors)  
University of Michigan

## Professional Experience

### Research & Policy Analysis

**Director of Policy & Economic Analysis** 2010-pres  
Clean Coalition, Palo Alto, CA  
[www.clean-coalition.org](http://www.clean-coalition.org)  
National renewable energy public policy development. Senior policy analyst for regulatory affairs. Senior program design consultant for state and local renewable energy procurement programs emphasizing wholesale distributed generation.

**Consultant** 2010  
Right Cycle/Fort Collins Utilities, Fort Collins, CO  
Energy procurement, economic analysis and program design

**Climate Action Planning Consultant** 2008-09  
ICLEI – Local Governments for Sustainability  
[www.icleiusa.org](http://www.icleiusa.org)  
GHG emissions assessment and Climate Action Plan development; City of Portola Valley, CA  
City of Santa Cruz, CA, Santa Clara County, CA

**Associate Analyst & Researcher** 2001-  
2003 (+)  
Redefining Progress/Global Footprint Network, Oakland, CA  
[www.rprogress.org](http://www.rprogress.org) & [www.ecofoot.net](http://www.ecofoot.net)

Consultant and contributor to Redefining Progress's Program for Sustainability, with emphasis on development and application of the Ecological Footprint methodology as a quantifiable and scalable measure of ecologically sustainable practices. External consulting and peer reviewed publications on public policy application and development.

- Identified applications for measuring sustainable practices at multiple levels of governmental policy development and for assessment of corporate liabilities
- Authored analysis of S. African energy and ecological sustainability trends and policy options for S.A. Department of Water Affairs and Forestry, and WWF-SA
- Co-authored Ecological Footprint study and Action Plan, adopted by the State Government of Victoria, Australia, and for the Climate Action Plan adopted by Sonoma County, CA.
- Authored full summaries on methodology and its applications for launch of the Global Footprint Network and web site, [footprintnetwork.org](http://footprintnetwork.org)
- Developed discussion and teaching materials for users of the Earth Day Network's web based calculator of individual 'ecological footprint'.

**Senior Research Consultant** 1995-96  
Center for Eco-Literacy, Berkeley, CA

**Research Assistant** 1989-91  
Massachusetts Institute of Technology, Cambridge, MA  
'The Role of Social Science in Environmental Research', Rockefeller Foundation  
'History and Social Studies of Modern Life Sciences', Mellon Foundation

**Research Assistant** 1986-87  
Univ. of Mich. Center for South and South-East Asian Studies, (in Thailand)  
Economic development field study on the impact of rural infrastructure improvements

**Analyst and Associate Advocate** 1982-85  
Ann Arbor Ecology Center, Ann Arbor, MI  
Federal Clean Air Act, development of State & local energy efficiency and recycling programs

## **Advocacy & Public Policy Development**

**Director of Operations** (2003-06) 2002-06

**Advisory Board** (2002-07)  
Progressive Secretary, Sacramento, CA

<http://action.progressivesecretary.org/>

Managed national public policy e-mail activism operations, annually generating over 2,000,000 constituent communications on over 200 legislative issues.

Responsibilities included planning and development of the organizational structure, including a large volunteer contingent; departmental management; legislative issue identification and analysis, policy campaign position development; agenda of weekly management, Executive Advisory Board and annual meetings.

- Planned and implemented conversion and integration of remote operations to web management toward improved workflow efficiency and automation of operations,

dramatically increasing productivity and volunteer retention in effected departments while reducing error rates by 80%

<b>County Delegate</b> Democratic Party of Michigan, Lansing, MI State Platform Committee, Energy & Environment	1984-86
<b>Media and Campaign Coordinator, Midwest Region</b> SANE/FREEZE (National Committee for a Sane Nuclear Policy), Ann Arbor, MI	1984-86
<b>Campaign Coordinator</b> Boston Peace Coalition, Boston, MA	1991-92
<b>Media Coordinator</b> 83 Ann Arbor Peace Community, Ann Arbor, MI	1982-
<b>Volunteer Coordinator</b> Baker for Congress, Democratic Congressional campaign, Ann Arbor, MI	1984
<b>Union Representative</b> S.E.I.U. local 250, Walnut Creek, CA	1987-89

## **Project Development**

<b>Senior Project Manager</b> Boulder Creek Eco-Housing Project, Boulder Creek, CA Successfully managed start-up development project for eco-sensitive community living from conception through occupancy. Responsibilities included feasibility studies; outreach; development of initial financial and management structures; energy efficiency design and assessment, architectural and land use design; environmental and construction permits, contracting, budget and construction management. <ul style="list-style-type: none"><li>• Maintained excellent communication and accessible information for all parties</li><li>• Achieved consensus among members with multiple competing interests</li><li>• Developed successful original design solutions incorporating energy efficiency, social advantages, affordability, and decreased environmental impact.</li><li>• Successfully completed with appraisal value 140% above cost.</li></ul>	1996-02
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## **Social Services**

<b>Board of Directors</b> Children's Center of San Lorenzo Valley, Ben Lomond, CA [Finance, personnel, fund-raising and marketing committees]	1998-03
<b>Co-founder, Instructor</b> Pacific School District Independent Studies Program	2004-07
<b>Counseling Therapist</b> Youth Homes Inc., Walnut Creek, CA	1987-89
<b>Supervisor, Instructor, Counselor</b>	1982-84

Ozone House Counseling & Crisis Center, Ann Arbor, MI

**Modeling experience:**

- ADAPT - Adaptation Database and Planning Tool - energy and climate resilience assessment (ICLIE)
- BEAR: Berkeley Energy And Resources - a Dynamic General Equilibrium model of the California counties and state economy (UCB)
- CACP - Clean Air & Climate Protection - energy and emissions assessment and modeling (ICLIE)
- CAPPA - Climate and Air Pollution Planning Assistant database (ICLEI)
- E-DRAM - Environmental Dynamic Revenue Assessment Model - a Computable General Equilibrium model of California (UCB)
- EFA - Ecological Footprint Accounts - regional I-O natural resource impact assessment model (GFN)
- IMPLAN - IMpact analysis for PLANning - regional I-O economic impact assessment model (MIG)
- JEDI - Jobs and Economic Development Impact - regional I-O employment and economic impact assessment model (NREL)
- MARKAL - a Dynamic General Equilibrium energy and economics model, International Energy Agency (IEA)
- RETScreen - Renewable & Energy-efficient Technologies - clean energy project analysis
- SAM - System Advisor Model - renewable energy generation system modeling and project financial analysis (NREL)

## Major Papers

*'Local CLEAN Program Guide'*

*National best practices for regulatory and utility assessment, design, implementation, pricing, and fiscal impacts related to procurement of renewable wholesale distributed generation*

Clean Coalition, Palo Alto, CA, 2011

Lead technical author, chapters 1-6

*'Matching Greenhouse Gas Mediation Options and Communities in the San Francisco Bay Area: Inclusion of Indirect Impact Benefit/Cost Analysis in a Multi-criteria Decision Approach to Sorting Actions for GHG Reduction.'*

Masters Thesis (in progress)

*'Advancing the Ecological Footprint's Policy Relevance'*

*'Ecological Economics'*, (ISEE)

(Co-author) Mathis Wackernagel et al 2007

*'Ecological Footprint Accounts for Advancing Sustainability: Measuring Human Demand on Nature'* (co-author)

Chapter 12 in *'Sustainable Development Indicators and Public Policy: Assessing the Policy-Guiding Value of Sustainable Development Indicators'*, Phil Lawn (editor). Edward Elgar publishing. 2006.

*'Using Ecological Footprint Accounts: From Analysis to Applications'*

Summary of sustainable resource accounting methodology and policy adoption

International Journal of Environment and Sustainable Development (IJESD)

(Co-author) Mathis Wackernagel et al 2004

*'Cognitive Development and Computer Use.'*

Review and application of developmental theory to childhood computer use.

[For the Center for Eco-Literacy 1996, leading to the establishment of realworld.org]

*'The Machine As Consumer: Mechanisms and Implications of Socioeconomic Displacement by Technology Under Modern Trans-national Capitalism.'*

Sociopolitical analysis of technologically driven economic trends. [Presented at the 1994 meeting of the European Association for the Studies of Science and Technology]

*'The Social Pre-constructions of Artificial Intelligence.'*

Ethnographic study of students in MIT's A.I. research track in relation to the field's history and development. [Presented at the 1991 meeting of the Society for Social Studies of Science.]

*'Report on the Role of the Social Sciences and Humanities in Environmental Research.'* (co-author)

[1990 commission for Rockefeller Foundation Program for Environmental Studies]

*'Serotonergic Neuro-mechanisms of Subjective State Changes During Sensory Isolation.'*

12 month study and analysis of 8 subjects. [Undergraduate Research Thesis]

# ROBERT LONGNECKER

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- Energy/utility knowledge as an investor in utilities, energy infrastructure, oil/gas/coal and energy service companies
  - 10+ years of modeling/analysis experience, including buy-side investment, M&A/advisory and business strategy
    - Experience negotiating M&A deals, term sheets, investment agreements and shareholder settlements
  - **Energetic leader, high-impact team player and source of creative ideas and solutions**
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## EXPERIENCE

Current **FEED-IN-TARIFF COALITION**, San Francisco, CA

### *Policy Associate at Renewable Energy Advocacy Organization*

Provide policy analysis and interact with regulatory and legislative entities in support of organization's efforts to foster regulations and laws that will accelerate the growth of cost-effective renewable energy projects.

- Monitor, analyze and participate in CAISO and FERC proceedings, with a specific focus on increasing Wholesale Distributed Generation opportunities for the developer community
- Monitor, analyze and comment on CPUC proceedings, with a focus on the Renewables Portfolio Standard (RPS), tariffs and Renewable Energy Credits (RECs)

2007-2009 **PARK ROW CAPITAL PARTNERS**, San Francisco, CA and New York, NY

### *Founder and Investment Manager at Long/Short Investment Firm*

Founded firm to target market opportunity in small capitalization value/activist sector. Invested in underperforming companies and developed strategies for operational and financial improvements.

- Sourced investment ideas and managed portfolio, driving index-beating returns from Mar-08 launch to Jul-09: +1.1% versus -17.0% Russell 2000 total return
- Negotiated with multiple investment firms on the terms of potential \$10MM+ allocations to Park Row
- Hired and managed investment partner and marketing professional
- Recruited advisory board of "C-level" executives to assist with improvements at portfolio companies

2003-2007 **BARINGTON CAPITAL GROUP**, New York, NY

### *Partner and Investment Professional at Activist Investment Firm*

Sourced and executed investments in underperforming companies. Developed activist strategies and negotiated with management to implement improvements. Helped grow assets from \$45MM to \$600MM.

- Invested \$75MM+ in a variety of industries, including industrial, energy/power, retail/apparel, banking, construction, medical equipment and restaurant/hospitality
- Selected the top performer in 2004 (SVC: +49%), 2005 (SHOO: +38%) and 2006 (SVC: +73%)
- Elected to board of directors of International Aluminum (formerly NYSE:IAL) and pushed for operational/financial improvements and influenced the sale of IAL to a private equity buyer
- Initiated firm's move into the regional bank space, including the investment in Chester Valley Bancorp (acquired by Willow Grove Bancorp for a 28% premium)

2002-2003 **AMA**, New York, NY

### *Associate at Investment Bank*

Executed M&A transactions, corporate restructurings and mezzanine/equity financings for this leading provider of strategic and financial advice to companies and investors in the shipping industry.

1995-1998 **LEHMAN BROTHERS**, London, England and New York, NY

### *Analyst at Investment Bank (Financial Institutions, London and Industrial Group, New York)*

Executed M&A in the Lloyd's insurance market. Executed debt/equity financings and corporate restructurings in industrials. Ranked top three in analyst class and offered direct promotion to associate.

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## EDUCATION

Continuing Cleantech and Entrepreneurship (Stanford Continuing Education, Fall 2009)



1991-1995      **CORNELL UNIVERSITY**, Ithaca, NY  
BA in Economics (Concentration in International Relations); GPA 3.5, Dean's List; Semester in Seville, Spain

**STANDARDIZED TESTS:** SAT 1340 (Math 710, Verbal 630), GMAT 740

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**INTERESTS**

Volleyball, surfing, tutoring (SMART program), biking and skiing (raced for Cornell). From 1998-2001, worked in travel/publishing as an Editor of Blue Magazine and a freelance writer.