

Education

- ◆ *MBA, Stanford University, Economics & Finance*
- ◆ *BA, Williams College, Environmental Sciences*

Expertise

- ◆ *Investment Analysis/ Decision Support*
- ◆ *Project Development Support*
- ◆ *Alternative Energy*
- ◆ *Utility/Customer Negotiations*
- ◆ *Merger & Acquisition*
- ◆ *Customer Generation*

Representative Projects

- ◆ *University of North Carolina at Chapel Hill*
 - *Master utility plan investment optimization*
 - *Alternative energy options*
 - *Climate Action Plan*
- ◆ *Cornell University*
 - *Climate Action Plan*
- ◆ *Stanford University*
 - *Energy & Climate Plan*
- ◆ *Alternative Energy*
 - *Algae*
 - *Anaerobic Digestion*
 - *Biofuels*
 - *Biomass Generation*
 - *Coal Beneficiation*
 - *Coal Gasification*
 - *Green Coal*
 - *Geothermal*
 - *Landfill Gas*
 - *Municipal Solid Waste*
 - *Solar to Electric*
 - *Solar to Steam*
 - *Tidal/Ocean*
 - *Wind*
- ◆ *Other*
 - *Combined Heat and Power*
 - *Energy Efficiency*
 - *Green Development*
 - *LNG*
 - *Sequestration*
 - *Substation*
 - *Transmission*

ELLIOT R. (NICK) TRAVIS

Principal, Director of Project Development
& Investment Services (PDIS)



In 1987, Mr. Travis co-founded Energy Strategies to extend the range of services then offered to the independent power industry and large natural gas customers by Travis Capital, an NASD member investment banking firm Mr. Travis co-founded in Salt Lake City in 1985 and managed until 1999.

Starting in 1999, Mr. Travis focused his experience in the energy industry, finance and capital markets on assisting Energy Strategies' Clients. Overseeing the firm's PDIS activities, he assists Clients to incorporate methodologies, processes and tools to assure decisions regarding Client capital investments are supported by a thorough, effectively communicated understanding of the potential commitments, the nature and quality of resulting benefits, and risks associated with an investment opportunity. Mr. Travis has experience with a wide-range of energy technologies and markets. With respect to the generation of electricity and thermal energy, Mr. Travis has worked, for example, with coal, natural gas, process gas, oil, biomass, LFG, wind, solar, tidal, geothermal, waste-to-energy and small-scale nuclear technologies. Mr. Travis is an expert in cogeneration and customer generation projects, He has been extensively involved with various electric, gas, and oil distribution and transmission projects. More recently, he has worked on a number of alternative fuel projects including various biomass and clean coal initiatives. In addition, Mr. Travis is increasingly involved in the development of strategies regarding climate change, greenhouse gases, and sustainability.

After graduating with an MBA from Stanford University, Mr. Travis worked as a consultant with Resource Planning Associates (RPA), a Boston management consulting firm focused exclusively on energy issues. For RPA, Mr. Travis consulted to private and public clients developing large, capital intensive energy projects including, for example, the Strategic Petroleum Reserve, Trans Alaska Pipeline, and Geysers Geothermal Project. After leaving RPA, Mr. Travis worked for the leading manufacturer of solar cells used on spacecraft. Mr. Travis focused on the application of concentrated solar photovoltaic technology for distributed power in developing countries.

As President of Travis Capital, Mr. Travis advised clients on preparing for and financing general corporate activities and capital intensive projects; negotiation of key supply contracts; and on the acquisition and sale of business interests. Mr. Travis also served as a business valuation expert on litigation, tax, and financial transaction matters. On hundreds of engagements, Mr. Travis represented Client financial interests across a broad spectrum of traditional and emerging industries both in the United States and internationally. The energy industry and power generation in particular accounted for a significant portion of Travis Capital's activity.