

**TAMMY W. KLEIN**  
**FOUNDER & CEO**  
**TRANSPORTATION ENERGY STRATEGIES**  
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## **SUMMARY**

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As the Founder and CEO of Transport Energy Strategies, I lead a consultancy that delivers strategic business and regulatory advice, research analysis, and competitive intelligence to senior management teams and boards across a wide range of global transport energy issues. My expertise encompasses cleaner conventional fuels, low-carbon fuels (including ethanol, biodiesel, renewable diesel, and SAF), vehicle electrification, hydrogen, methanol, electrofuels, carbon capture, and more.

I specialize in transport energy regulatory frameworks, compliance, and policy issues in the U.S. and EU. My advisory work includes key programs such as the federal Renewable Fuels Standard (RFS2), California Low Carbon Fuels Standard (LCFS), Advanced Clean Cars II (ACCI), federal greenhouse gas (GHG) vehicle emission standards, Corporate Average Fuel Economy (CAFE) standards, reformulated gasoline (RFG), and desulfurization programs, among others.

Over the past 27 years, I have supported governments and companies in achieving tangible GHG emission reductions and air quality improvements while entering and thriving in new markets. My clients include major players in the oil and automotive industries, as well as stakeholders in biofuels, fuel retailing, private equity, electrification, hydrogen, and other alternative fuels. My work spans the globe, including projects in the U.S., EU, Canada, Australia, Singapore, Zimbabwe, Japan, Brazil, Saudi Arabia and El Salvador.

I have advised prominent organizations such as the Organization of Petroleum Exporting Countries (OPEC), the International Petroleum Industry Environmental Conservation Association (IPIECA), Singapore's Energy Market Authority (EMA), the Natural Resources Defense Council (NRDC), and the International Energy Agency (IEA). Additionally, I have facilitated multi-stakeholder coalitions, such as the Partnership for Cleaner Fuels and Vehicles, to foster collaboration on critical transport energy issues.

I hold a J.D. from Georgetown University Law Center and a B.S. from the University of Florida. I am admitted to the bars of the District of Columbia and Virginia.

## **RECENT PROFESSIONAL EXPERIENCE**

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**FOUNDER & CEO**  
**TRANSPORT ENERGY STRATEGIES**  
**JANUARY 2016-PRESENT**

*Recognized independent thought leader and trusted advisor in the downstream refining and fuels sector, specializing in strategic guidance on global transportation energy and fuels*

- Delivered actionable research insights that influenced strategic decisions across global energy

- markets
- Develop and recommend regulatory strategies to support business development initiatives, including drafting model policies for governments on future transportation fuels
- Cultivate and leverage a broad global network across the automotive, oil, government, and NGO sectors to facilitate collaboration and bridge communication gaps on critical transport energy issues
- Train government, industry, and NGO stakeholders in collaboratively designing and implementing effective transportation energy policies

**SENIOR VICE PRESIDENT  
STRATAS ADVISORS/HART ENERGY  
JANUARY 2011-DECEMBER 2015**

*Recognized as an international thought leader in the downstream refining and fuels sector, providing strategic guidance on biofuels, alternative fuels, and cleaner conventional fuels to global clients*

- Served as a trusted advisor to clients across numerous high-profile projects, offering expert guidance and actionable strategies to address complex industry challenges and achieve business goals
- Designed and launched innovative products and services for refining and automotive industry clients, achieving \$6 million in annual revenue with a 90% renewal rate and consistent investor returns.
- Directed a multicultural, global team of 20 staff members, including 7 direct reports, across Houston, Washington, DC, Brussels, Singapore, New Delhi, Mexico City, and São Paulo.
- Spearheaded strategic business initiatives to significantly expand revenue potential and drive market growth.

**EXECUTIVE DIRECTOR, GLOBAL BIOFUELS CENTER  
HART ENERGY  
MARCH 2005-JANUARY 2011**

*Global expert on biofuels market, policy and technology issues and developments.*

- Directed the development and evolution of products and services, leveraging ongoing client interactions and insights to proactively refine offerings and stay ahead of competitive activity
- Cultivated strong business relationships with clients, driving new and incremental business opportunities
- Acted as a trusted advisor and key liaison to clients on domestic and international fuels and biofuels markets, policy developments, and technological advancements
- Contributed expertise to major industry initiatives and forums, collaborating with organizations such as the United Nations Environment Program, U.S. Environmental Protection Agency, U.S. Department of Energy, IPIECA, Natural Resources Defense Council, and OPEC
- Maintained an active presence in prominent fuels industry organizations, symposia, and forums, while producing high-impact content for industry journals and mainstream media outlets

**ASSOCIATE  
VENABLE LLP  
SEPTEMBER 2003-MARCH 2005**

*Provided strategic legal counsel to Fortune 500 clients, focusing on compliance, marketing, and governance across various industries*

- Counseled clients on contract development, advertising and marketing strategies, privacy, environmental compliance, international trade, and nonprofit governance
- Drafted comprehensive internal and external policies and procedures for telemarketing, email marketing, product claims, and other promotional activities
- Conducted competitive landscape analyses for marketing promotions, identifying regulatory compliance trends and potential enforcement risks
- Advised clients on developments in consumer protection laws and regulatory guidelines, ensuring compliance with evolving standards

**DEPUTY DIRECTOR, INTERNATIONAL FUEL QUALITY CENTER  
IRI, INC./PHILLIPS PUBLISHING/CHEMICAL WEEK  
AUGUST 1998-JUNE 2003**

*Provided strategic guidance and research on U.S. state, federal and global fuel quality, policy, and technology issues*

- Acted as a key liaison and trusted advisor to clients on domestic and international fuels markets, policy developments, and technological advancements
- Contributed expertise to major industry initiatives and forums, collaborating with organizations such as the United Nations, Department of Energy, and IPIECA
- Maintained a strong presence in prominent fuels industry organizations, symposia, and forums, producing widely recognized content for industry journals and mainstream media
- Conducted in-depth research and analysis on global fuel quality and alternative fuels, with a particular focus on North and Latin America

**PUBLIC AFFAIRS ASSOCIATE  
ASSOCIATION OF INTERNATIONAL AUTOMOBILE MANUFACTURERS  
January 1997-August 1998**

*Supported public affairs initiatives, fostering communication and collaboration between the association and key stakeholders in the automotive industry.*

- Assisted in executing public relations strategies to promote the interests of international automobile manufacturers
- Monitored legislative and regulatory developments impacting the automotive industry and prepared briefings for senior leadership
- Coordinated events, meetings, and outreach efforts to strengthen relationships with government officials and industry stakeholders
- Drafted communications materials, including press releases, policy statements, and internal updates, to support the association's advocacy efforts

## EDUCATION

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- Georgetown University Law Center, J.D., 2003
- Board Member, Georgetown International Environmental Law Review, 2001-2003
- University of Florida, B.S., Journalism, 1995

## MEMBERSHIPS & ACTIVITIES

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- Member, District of Columbia Bar (2004-present)
- Associate Member, Virginia State Bar (2003-present)
- Member, American Society of Testing & Materials (ASTM)(2003-present)
- Chairman, Electric Vehicle Council (2020-present)
- Member, National Renewable Energy Laboratory Biofuels Technical Review Panel (2011- 2015)
- Advisory Board Member, Alternative Fuels for the Future Committee of the Western Governor's Association (2007-2008)
- Steering Committee, Partnership for Cleaner Fuels and Vehicles (2001-2003)

## SELECTED RECENT CONSULTING STUDIES AND REPORTS

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- [Transportation Equity](#), March 2024 [prepared for the Transportation Energy Institute]
- [Opportunities for Bio-Based Diesel Fuel Use in Back-up Power Generation & Microgrids](#), October 2023 [prepared for the Engine Technology forum]
- Ready for Landing: Emerging Book & Claim Initiatives for SAF, January 2024 [prepared for Transport Energy Outlook Service members]
- SAF Policies around the World, September 2023 [prepared for Transport Energy Outlook Service members]
- RD and SAF Capacity Update: Producers Begin Planning for a SAF Transition, August 2023 [prepared for Transport Energy Outlook Service members]
- [Opportunities for Bio-Based Diesel Fuel Use in Back-up Power Generation & Microgrids](#), October 2023 [prepared for the Engine Technology forum]
- [A Best Practice Guide for EVSE Regulations](#), October 2022 [prepared for the Fuels Institute]
- Analyzing Carbon Capture and Storage in the U.S., October 2022
- Assessing State-Level Policies That Impact Fuels, February 2022 [prepared for an oil company client]
- Renewable Diesel and Renewable Liquified Petroleum Gas: Current Status and Future Directions, November 2021 [prepared for government client]
- [Quantifying Ethanol CI Benefits in Gasoline Composition](#), September 2021 [prepared for the Urban Air Initiative]
- [Well-to-Wheels Carbon Intensity for Ethanol Blended Fuels](#), September 2021 [prepared for the Urban Air Initiative]
- [Installing and Operating Public Electric Vehicle Charging Infrastructure: A Guide for Prospective EV Public Site Hosts](#), August 2021 [prepared for the Fuels Institute's Electric Vehicle Council]
- [EV Market Regulatory Report: Analysis of the Regulations Affecting the Installation and Operation of EV Charging Equipment in the United States](#), March 2021 [prepared for the Fuels Institute's Electric Vehicle Council]
- Ready for Take Off: Sustainable Aviation Fuels, November 2020 [prepared for Transport Energy Outlook Service members]
- Hydrogen Production Pathways to Support Decarbonization, October 2020 [prepared for Transport Energy Outlook Service members]
- [A Fuel Blending Guide for Ethanol: Identifying Sound Practices for Acquiring or Blending Fuels for](#)

- [Studies of Emissions Changes](#), June 2020 [co-author, prepared for the Urban Air Initiative]
- [Methanol: A Future-Proof Fuel](#), March 2020 [prepared for the Methanol Institute]
- Separating Fact from Fiction: National ICEV Ban Policies, February 2020 [prepared for Transport Energy Outlook Service members]
- Tracking the Global State of Play in Fuels Issues, February 2020 [prepared for an oil company]
- Pathways to 16 Billion Gallons, January 2020 [prepared for ethanol organization] (co-author)
- The Future of EVs: A Base Case Projection to 2040 [prepared for an oil company]
- Investigating Renewable Diesel Demand, June 2019 [prepared for an oil company]
- National EV Policies around the World, June 2019 [prepared for The Outlook Service members]
- [Effects of Ethanol Blends on Light-Duty Vehicle Emissions: A Critical Review](#), January 2019 [co-author, prepared for the Urban Air Initiative]
- Investigation of the China Fuel Market, September 2018 [prepared for an oil company]
- The EV Scorecard — Assessing Current and Future Global Markets, June 2018 [prepared for Transport Energy Outlook Service members]

## SELECTED RECENT SPEECHES

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- U.S. State Clean Fuel Standards, Engine Technology Forum Annual Meeting, November 2024
- Net Zero & Non-ZEV Transport: Why, How, & Where's Canada?, November 2023
- Market Outlook for Road, Aviation and Marine Fuels, Topsoe Seminar, Brazil, September 2023
- Some Thoughts about Policy & EV Infrastructure Development, Fuels Institute Annual Meeting, May 2022
- Low Carbon Fuel Developments: Where Do Advanced Biofuels Fit In?, ABLC, March 2022
- Electrification and Autonomy in the Heavy-Duty Vehicle Space, Transportation, Elevator and Grain Merchants Association 2021 Fall Symposium, August 2021
- [State and Local Policies to Foster Public EV Charging](#), Society of Automotive Engineers, January 2020
- Net Zero by 2050: What Role for Biofuels and Other Non-Fossil Fuels?, Scaling Up Conference Canada, October 2020
- Prospects for Fossil Fuels in the Transport Sector, Mexico Energy Conference, Mexico City, January 2020
- Role of Global Standards in Driving Changes in Mobility, Auto-Ag-Ethanol Annual Meeting, November 2019
- The Big Three Low Carbon Policies for Transport, Axens European Meeting, Cannes, November 2018
- Global Trends in Fuel/Vehicle Policy, Fuels Institute Annual Meeting, Dallas, May 2018
- [Global Market Update: A Review of the Market, Transport Decarbonization Initiatives & Biofuels' Position on the World Energy Stage](#), World Biofuels Markets, Amsterdam, March 2017