

OVERVIEW

Mr. Haddad has over 35 years of utility management experience, primarily focused in the electric and water utility industry.

- Demonstrated expertise in the areas of power generation development, operations, retail and wholesale power marketing, asset optimization, commodity fuel procurement, and the negotiation of complex physical and financial infrastructure related transactions.
- Knowledge and experience in the planning, permitting, construction, and operation of state-of-the-art traditional and renewable electric generation assets using best available environmental control technologies.
- Knowledge and experience in the planning for and evaluation of generating plant conversions and retirements, including competitive capability, remaining economic life, and environmental impacts/remediation assessments.
- Proven ability to develop and negotiate large-scale purchase power agreements, commodity fuel portfolio procurements, and transportation contracts for both rail and natural gas pipelines.
- Created and executed complex asset restructuring programs for the optimization of individual utility, joint action and power pool portfolios.
- Developed financial hedging programs for energy price stabilization.
- Utilized significant electric market experience to develop new approaches for management of regional water resources and business plans to meet compliance requirements for water consumptive use permits.
- Negotiated multiple utility renewable energy and reuse water agreements with local governmental agencies.

PROFESSIONAL HISTORY

HADDAD MANAGEMENT ADVISORS LLC, Winter Springs, FL

2007-2012

Haddad Management Advisors LLC is a corporation that specializes in the development of creative approaches to complex business situations and optimization of electric and water asset-based portfolios.

President

Examples of work include:

- Strategic and operational guidance for long-term electric integrated resource planning, incorporating both traditional and renewable portfolio strategies.
- Development and implementation of risk mitigation strategies for power supply, commodity fuels, and rate stabilization.
- Development and implementation of strategies for electric utility asset base optimization

- Development and negotiation of municipal long term wholesale power, renewable energy and reclaimed water agreements.
- Negotiation of power plant ownership, construction, and operating agreements.
- Strategic and operational guidance to power, water, and strategic planning business units of utilities, major commercial customers, and third party developers.

ORLANDO UTILITIES COMMISSION, Orlando, FL

1977-2007

The 16th largest fully-integrated, AA rated municipal electric and water utility in the United States and second largest in Florida servicing approximately 196,000 customers in Orlando, unincorporated Orange County and St. Cloud, FL.

Vice President Power Resources Business Unit 1996-2007

- Responsible for planning, development, regulatory permitting, construction and operation of physical generation asset portfolio valued greater than \$1 billion, with annual operating budgets exceeding \$300 million, and a workforce of more than 200 professional and craft employees.
- Responsible for the development, negotiation, and management of large scale asset sale and purchase power agreements valued at greater than \$2 billion.
- Responsible for the development, negotiation, and management of fuel portfolios including commodity fuel procurement, rail and gas transportation agreements, and financial energy price hedging programs resulting in over \$200 million in savings.
- Responsible for establishment of the wholesale power marketing business to compliment retail sales including the development of wholesale products portfolio, negotiation and contract management of short, intermediate, and long term sales transactions, and optimization and monetization of individual utility, joint action, and power pool physical generation assets to the wholesale market.
- Interact with regulatory, political, environmental agencies and the financial community on a national, state, and local level to complete large-scale energy asset transactions.
- Interact directly with the largest financial rating agencies to maintain “AA” credit rating and achieve recognition for implementation of a sound strategic plan to develop and maintain a diverse and competitive power resource asset base.

Managing Director, Director, Manager, Results Engineer 1977-1996

Management, operations, maintenance and construction responsibilities for multiple power facilities.

EDUCATIONAL AND PERSONAL

Bachelor of Science in Engineering, 1975, University of Central Florida, Orlando, FL

Master of Business Administration, 1987, Rollins College Crummer Graduate School of Business

Licensed Professional Engineer, State of Florida (Active Status)