

## Gene Martin

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### PROFILE

Dynamic international energy, engineering, construction and operating services senior executive who builds cutting edge multi-million dollar businesses, delivers aggressive targets of profitability and growth and turns losses into profits. Proven success in:

- New Services Driven Growth
- "C" Level Partnering-Ventures
- Acquisitions
- EPC/CM/OE
- Renewable Energy & Green Technologies
- Operations and Maintenance
- Institutional and C&I Services/Markets
- Turnarounds

### EXPERIENCE

**TDI, Inc., a Blackstone Company** (NYSE:BX), New York, N.Y. (\$284B Assets, 610,000 Employees) 2014-Present  
**President & Chief Operating Officer**

Recruited from AECOM where I led the unit that acted as Owner's Engineer for TDI. TDI is the operating platform for Blackstone's global merchant HVDC transmission business. Recruited to lead operations, engineering and construction. TDI is actively pursuing \$3.4B in projects representing 483 circuit miles of HVDC transmission connecting some of the biggest markets in the world. The transmission services marketplace represents a compelling opportunity characterized by significant and growing global demand. The strategy focuses on combining world class private equity with category leading clean generators, manufacturers and constructors to be a first mover in the global HVDC transmission space.

**AECOM, Inc.** (NYSE:ACM), New York, N.Y. (\$7.6B Sales, 45,000 Employees) 2011-2014  
**Senior Vice President**

Sold interests in EDG to equity/EPC investor. Recruited to AECOM to lead energy P/L focused on T&D, Energy Efficiency, Power and Thermal services opportunities.

Recruited to lead AECOM's energy P/L in the Northeast, Southeast and Central US. Managed AECOM's transmission, power, central plant, waste-to-energy, fuel conversion and energy services operations including development, design and construction services executing EPC, program services, OE and CM assignments. Turned around a losing division growing top line revenues by 50% and bottom line net by 59% to over \$36 MM establishing one of the fastest growing units at AECOM. Resolved significant legacy program and project issues shifting the business to higher margin private clients, driving organic growth and focusing on turnkey solutions across AECOM disciplines. Energy East drove this growth by capturing \$2.4 B of new project assignments in the T&D, power, utility outsourcing and waste to energy spaces and improving intra company sales by over 400%

**Energy Development Group, LLC**, New York, N.Y. 2008-2011  
**Founder and President**

Left EMCOR with funding commitments for \$126 MM USD from TD BankNorth and Plainfield Asset Management to build a Renewable Energy Credit ("REC") qualified "Green Generation" turnkey design-construction-finance and operations business.

- Business concept qualified and selected by the Connecticut Public Utilities Commission, United Illuminating (NYSE:UIL), Connecticut Light & Power, Connecticut Clean Energy Fund and New England Independent System Operator.
- Executed a fifteen year, \$500 MM USD "Green" Energy Purchase Agreement ("EPA") with the state of CT including commitments to design, build, own and operate a 39 MW combined cycle power facility fired by high Btu landfill gas (LFG) at a municipal utility site in CT.
- Co-developed and executed as EPC two high Btu landfill gas processing projects including the facility that was selected as the EPA's Landfill Methane Outreach Project of the year utilizing membrane separation technology for the first time in a large scale commercial LFG cleaning/upgrading application.
- Consulting services provided to O&G Industries in support of \$225 MM USD in EPC projects including - a new \$140MM Cogeneration/District HVAC plant for the University of Massachusetts and a new \$85MM simple cycle combustion turbine project for Braintree Electric Light Department (BELD) capable of producing 116 MW's.
- EDG also providing support for a contracting rollup in India, several industrial service companies and two large A&E firms focused on domestic and international energy opportunities.

**EMCOR Group, Inc.** (NYSE: EME), Norwalk, CT. (\$6B Sales, 29,000 Employees)

2001-2008

**President & CEO, EMCOR Energy Services, Inc.**

Recruited to consolidate US and international operations into a new energy division for client direct power generation, green technologies, central and district plants and energy efficiency under a turnkey Life Cycle Design-Build-Operate-Finance and Maintain (DBOOM) Strategy.

- Built a new division including supporting financial, reporting and risk management systems. Assumed responsibility for a San Francisco based nationally focused engineering and consulting firm; a TELCO data center design-build organization headquartered in NY, NY, a district cooling joint venture with Constellation Energy and international operations in Canada and the UK serving global markets.
- While leading EMCOR's billion-dollar design-build P/L accounted for in multiple divisions added \$420 million in new EES organic revenues establishing marquee DBOOM projects for Fortune 500 clients. Established new O&M business that secured long-term annuities valued at more than \$100 million USD. Built division-operating profit to top quartile while materially turning around inherited operations. For example, led the turnaround of an \$85 MM USD partnership with Constellation Energy Group (NYSE:CEG) providing chilled water services to Baltimore doubling revenues and increasing EBIT performance fourfold enabling a highly profitable divestiture.
- Built international capability for asset and facility services establishing long-term contracts with Kraft, PG&E, SCE, Verizon, McGraw Hill, British Air, AWE and Pitney Bowes among others which utilized EME's mechanical and electrical subcontracting and commercial facility service assets.

**Keyspan Corporation** (NYSE: KSE), Melville, NY. (\$7.6B Sales, 3.7MM Gas & Electric Customers)

1996-2001

**President, KeySpan Energy Management Companies, Inc.**

Recruited to start-up and grow an energy management operation in one of the top markets worldwide.

- Built the top line to \$500 Million in sales, \$87 million in EBITDA, and established another \$300 million in long-term annuities in less than five years. Oversaw 2,200 engineering, development, administrative and operations employees through 15 direct reports.
- Developed comprehensive revenue model focused on lifecycle services, forging supplier/marketing joint ventures, consummating 11 strategic acquisitions, and implementing innovative labor strategies.
- Cogeneration, central plant projects executed as EPC for Staten Island Medical Center, Coca Cola Bottling, NY State Dormitory Authority, Columbia University, Methodist Hospital, Pfizer Pharmaceutical, Baltimore Convention Center, World Trade Center, NYC Housing Authority, Loews Corporation, Brooklyn Renaissance Plaza, Riker's Island, United States Navy, United Technologies and Hartz Mountain involving substantial remediation, renovation and replacement of power and thermal assets and BOP.
- Developed and offered new bundled service lines – Power Services - standby power, peak shaving, generation, cogeneration, heat recovery, power quality and mechanical drive; Professional services – design and engineering, inspections and testing, project feasibility, condition assessments; Thermal services – high/low pressure boilers, district heating and cooling, chillers, rooftop package HVAC; Facility Management Services – central plant operation and maintenance, stationary engine maintenance and service, boiler and burner service, boiler/power and central plant troubleshooting, power systems maintenance and operations; Demand Management Services – energy audits, lighting, motors, HVAC, building management systems and controls; Fuel Supply & Infrastructure Management Services – natural gas, fuel oils, electric, strategies and negotiations, facilities construction and, Financing services – operating leases, asset monetization, construction financing, joint ventures and capital leases.

**UtiliCorp United** (NYSE: UCU), Kansas City, MO. (\$4.3B Sales, 2.2MM Gas & Electric Customers)

1993-1996

**VP & General Manager, UtiliCorp Energy Solutions/President, EnTrust Energy Services, Inc.**

Recruited and selected to lead UtiliCorp United's energy service subsidiary providing customer solutions to wholesale, large retail, government and institutional markets in the US, Canada, UK, Australia and New Zealand. Oversaw 800 employees through 12 direct reports.

- Provided infrastructure services and solutions to utility, large retail, industrial and institutional markets encompassing 4000 domestic and international customers with revenues exceeding \$700 million.
- Expanded large market solutions to include retail power and gas marketing, tailored packages of various gas/electric technology and control services combined with commodity offerings, high voltage-lighting-standby generator maintenance, design-build services, cogeneration, gas-fired generation and a comprehensive power quality program.
- Implemented transmission and distribution maintenance and repair, trouble calls, relay and meter testing and transformer maintenance services for municipal utilities. The transmission and distribution services program

became the foundation for a new transmission, substation and distribution services business that partnered with Parr Electric that is now Quanta Services (NYSE: PWR).

- Projects examples include a \$90 MM EPC and a \$5.5 MM annual operating agreement for on-site power supply services to replace diesel in support of crushing operations for a major Mining Company and the replacement of 6,000 horsepower of gas refrigeration at a large beef processor under a 20 year retrofit, finance and operating agreement valued at \$5.2 million annually.
- Led retail services team in \$1.15 billion acquisition of Melbourne, Australia-based United Energy and led retail services efforts globally.

**SCANA Corporation** (NYSE: SCG), Columbia, SC. (\$4.7B Sales, 1.67 MM Gas & Electric Customers) 1986-1993  
**Manager, Marketing & Sales**

Moved from retained consultant to management upon request by CEO

- Planned, built, and managed industry-leading marketing/sales/customer service organization that generated annual revenues in excess of \$250 million and eliminated over 469 MW's of peak demand by influencing customer demand patterns.
- Developed and implemented 30 new energy service programs directed at government, industrial, commercial and residential markets resulting in over 105,000 sales made by non-marketing/sales/customer service personnel.
- Oversaw 8 direct reports and an organization of 130.
- Implemented consumer-financing program in support of HVAC, lighting, and water heating with 800 dealer/manufacturer partners actively participating.
- Served as expert witness on Integrated Resource Planning and on company's successful siting of a new 430 MW coal plant in Cope, SC valued at over \$300 million.

**M.M.R. & Associates**, Columbia, SC.

1981-1986

**President**

Established a service firm focused on deregulation and competition in the energy, health care and telecommunications market sectors while in graduate business school.

- Grew annual billings to over \$1 million.
- Clients included AT&T; Consumers Power; South Carolina Electric & Gas; American Hospital Supply; Florida Power; Choufont-Salva Pharmaceuticals; American Health Care Corporation, Michelin Tires and Span America Corporation.
- Designed growth strategy for \$5 million captive manufacturer of American Hospital Supply, facilitating IPO for client that ultimately become #1 growth stock on NYSE in 1985.

#### **AWARDS/SEATS/RECOGNITION**

- Serve on the State University of New York's Advanced Energy Research and Technology Center and Heath Consultants Boards of Directors.
- Delivered the Keynote Address to the Australian Parliament on "Building Retail Competitive Choice in National Industries"
- Received 8 national Edison Electric Institute and American Gas Association Eagle awards for Operational Excellence, Customer Service Recovery, Business Vision, Revenue Enhancement, and Marketing Achievement
- Selected for New York Institute of Technology's Business Vision Award and the South Carolina Governor's Energy Achievement Award
- Named to World Generation Magazine's Class of 2002
- Featured in December 2006 Leaders Magazine
- Served on EMCOR's 12 person Executive Managing Council, KeySpan's holding company board KEMG for unregulated investments and UtiliCorp's Executive Strategy Team
- Leader and management spokesperson for utility, contracting and engineering investments in excess of \$4 billion

#### **EDUCATION**

Masters, Business Administration, University of South Carolina, 1983. (Full Academic Scholarship)  
BSME, University of South Carolina, 1981.