

DISPATCH

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FMPA Marks 30th Anniversary

Munis Cooperate for 30 Years
To Serve Their Communities

Joint Action Proved Essential
In FMPA's Defining Moments

FMPA's member cities have much to celebrate this year, as they commemorate the 30th anniversary of the Agency's formation. Time and time again, Florida's municipal electric utilities have triumphed against adversity, thanks to a tireless commitment to serving their communities and the willingness to work together for the common good.

FMPA members have faced great challenges, like forming the Agency,

winning the right to own nuclear generation, establishing the All-Requirements Project, winning fair access to statewide transmission and meeting growing power demands in an era of rising fuel prices. In all these situations and more, FMPA's members have always found success by working together for the mutual benefit of their hometowns.

For example, Florida cities fought nearly eight years to exercise their legal right to own nuclear generation. With perseverance and by resisting divisive settlement offers, the cities won in 1982 and established FMPA's first power supply project, the St. Lucie Project.

When the absence of competition in the wholesale power market held non-generating municipals captive to their chief competitors,

FMPA members worked together to create a new all-requirements wholesale supplier, the Agency's All-Requirements Project. In 1986, five cities signed agreements to form the ambitious new project, but none of them expected the success the project would achieve. Within a year, the project had saved its members \$12.4 million. More importantly, the project gave municipals control of their destiny.

When an investor-owned utility denied FMPA's members fair access to the state's transmission system, the Agency's members again went to battle to fight for their rights. Throughout a 10-year legal battle, FMPA members stuck together and

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Remembering Our History

Reflecting on the pivotal events that shape an organization's history can provide insight into where the organization is today and where it is headed in the future. But all too often, so much is focused on the here-and-now that there's little time for looking back. That's why the celebration of a milestone anniversary is an important opportunity to record, retell and celebrate history.

Here are some of the projects FMPA is undertaking this year to preserve its history and share its story:

Sum of Our Efforts History Booklet

This 24-page booklet tells FMPA's history through the stories of the Agency's defining moments. Originally developed in 2003, the booklet was updated this year with the story of FMPA's transition from a power supply project taker to a

project maker. Booklets will be mailed to all FMPA members and staff, and an electronic copy is available online at http://www.fmpa.com/html/about_us/pdf/history_booklet.pdf.

Historical Display

This seven foot by seven foot display tells the story of the Agency's first 30 years through stories, photographs and quotes. The display will reside in FMPA's lobby throughout 2008.

Photographic Mosaic

This work of art is composed of more than 550 photographs from FMPA's archives into one unified image that celebrates the Agency's 30th anniversary. FMPA staff and members will receive posters of the image, and a larger copy of the artwork will hang on permanent display in FMPA's office.

Our Place in History

By Roger A. Fontes
General Manager and CEO



Roger A. Fontes

"FMPA's greatest accomplishment is that the members have achieved a level of trust and respect for one another. This trust and respect has enabled us to work together on projects achieving economies of scale while maintaining our identities as individual municipals."

James C. Welsh
Kissimmee

They say a picture is worth a thousand words, and if that's true, the image I hold in my hand has more to say than I could express in a lifetime of writing.

As I write this, I'm looking at a photographic mosaic commissioned to preserve FMPA's photographic history and to celebrate the Agency's 30th anniversary. The mosaic combines more than 550 photographs from FMPA's archives to form a single, unified image representing the Agency. What stands out, more than anything else on this page, are the hundreds of faces, each one representing one of the many people who have served the Agency from 1978 through today.

A milestone anniversary is a time when our thoughts naturally turn to reflection upon our history and the lessons it holds for our future. As I look upon the faces of FMPA leaders and contributors past, present and future, the lessons come

through loud and clear: FMPA's greatest asset is and always has been its people. When we unite the collective vision, courage, resources and dedication of our people to serve the common good, we generate the power of joint action, a force that is stronger than the individuals who work so hard to create it.

The lessons of our history seem especially poignant as we stand poised to tackle the challenges of tomorrow, challenges that may fundamentally alter the way we do business. As we pay tribute to those who paved the way for us, let us also reflect upon the lessons they can teach us.

FMPA's founding members had both vision and courage. Their vision enabled them to recognize the power of joint action and to find a way to bring it to fruition. Their courage allowed them to trust their neighbors enough to bind their futures together, even in a troubled and

uncertain time. In much the same way, the members who founded the All-Requirements Project recognized the value of self-deter-

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"The legacy of accomplishments and, most importantly, the legacy of values our founding members gave us have positioned us well to take on the challenges that lie ahead."

Roger A. Fontes
General Manager and CEO

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"FMPA's greatest accomplishment is its ability to maintain a cohesive group of municipal electric utility leaders still willing to work together after 30 years. This simple fact proves that FMPA works. That benefits to all happen when we all work together towards the good of the whole."

Vince Ruano
Bushnell

won a precedent-setting case that opened up transmission for themselves and other municipal utilities nationwide. Obtaining equal access to transmission service enabled FMPA to significantly expand its All-Requirements membership. The project grew from five original cities to reach a total of 15 participants in 2002.

While this growth brought new opportunities to All-Requirements members, it also brought challenges. In a time of rising fuel costs, All-Requirements members needed to modernize their fleet of power plants and expand to meet growing demand, while doing so in an economical and environmentally responsible manner. To address this challenge, FMPA could no longer

wait to become a participant in other utilities' generation projects. Instead, FMPA members chose to take control of their destiny and make the transition from a power supply project taker to a project maker.

In 30 years, FMPA has grown from nothing but an idea to a robust wholesale utility that supplies nearly 50 percent of its members' total power needs. Today, FMPA has five power generation projects, a pooled financing fund, approximately two dozen member service initiatives, annual revenues of \$705 million and total assets of \$1.5 billion.

Amid many achievements, one accomplishment stands above all others. Bringing municipal utilities together for the common good laid the foundation for all successes in the past, present and future.

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Our Place in History

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"I don't think anybody really envisioned that we would do the things we have done over the years. I just don't think anyone envisioned that we would accomplish as much as we did."

Calvin Henze
FMPA (retired)

"The fact that a group of municipal electric systems, broadly different in size, comprised of generators and non-generators, with operating philosophies from one end of the spectrum to the other, could put aside their individual needs for the good of the group and, against incredible odds, persevere to overcome enormous obstacles, to create what has been called the best example of an All-Requirements Project in the country. This is a remarkable achievement."

Claude L'Engle
FMPA (retired)

mination is worth so much more than the risks of venturing into the unknown. Finally, today's FMPA leaders are demonstrating the courage to, as Executive Committee Chairperson Rebecca Matthey puts it best, "step outside the comfort zone of tradition" and take the actions necessary to meet the challenges of today.

Our members have also shown great dedication to one another through the years. In lengthy, high-stakes litigation with our utility competitors and in the struggle to create and expand the All-Requirements Project, FMPA's opponents knew that the surest strategy was to divide and conquer. But FMPA's members in their wisdom and strength held fast and, together, won each of these battles—some with lasting significance to utilities nationwide. And as natural gas prices spiked at the beginning of this decade, causing wholesale power costs to increase dramatically, All-Requirements members did not turn away to outside competitors who, once again, tried to sow the seeds of discord. Instead, they pulled together and pooled their resources to create what is now recognized as one of the finest

energy risk management programs in our industry.

As I've reflected upon the recent retirement of Bobby Padron, one of our founding members, as I now look into the faces of those who came before us, and as I think about the many struggles and triumphs of FMPA's early years, I know that we are truly standing on the shoulders of giants. The legacy of accomplishments and, most importantly, the legacy of values our founding members gave us have positioned us well to take on the challenges that lie ahead.

We find ourselves at the dawn of a new era, as we confront the dual challenge of supplying reliable, affordable power to a growing population, while joining Florida's effort to address global climate change. Achieving these goals won't be easy, and to be successful every one of us—FMPA members and staff—must give our all, uniting the best of our vision, courage, knowledge and dedication to serve the common good. When we step up and become part of something bigger than ourselves, that's when each of us claims our place in history. ♦

Editor's Note: To receive a copy of the photographic mosaic, send your mailing address to Diane Burel at diane.burel@fmpa.com.

Dedication to Service

The years of dedicated service from FMPA's members and staff have made the Agency what it is today. Collectively, the current Board and employees of FMPA have more than 695 years of service to the Agency. Below is a list of employees and members who, in calendar year 2008, will have served FMPA for five or more years.

Board of Directors

20+ Years

Jim Welsh
Kissimmee.....26 years

Vince Ruano
Bushnell.....23 years

Blaine Suggs
Newberry.....22 years

James Lewis
Alachua.....21 years

10+ Years

Tom Richards
Fort Pierce.....17 years

George Forbes
Jacksonville Beach .13 years

Harry Ogletree
Moore Haven.....12 years

R.G. Harris
Moore Haven.....12 years

Byron Knibbs
Orlando.....11 years

Michael Turner
St. Cloud.....10 years

5+ Years
Ricky Thompson
Starke.....9 years

Lee Garner
Chattahoochee.....8 years

Harry Royal
Jacksonville Beach...8 years

Edward Regan, Jr.
Gainesville.....7 years

Ken Konkol
Homestead.....7 years

Kevin McCarthy
Clewiston.....6 years

James Pittman
Clewiston.....6 years

Bruce Hickle
Bushnell.....5 years

Joe Hostetler
Kissimmee.....5 years

Jim Stanfield
Lakeland.....5 years

Ray McClellan
Wauchula.....5 years

Employees

20+ Years

Fred Bryant.....30 years

Bob Williams.....23 years

Mark McCain.....22 years

John Lee.....21 years

10+ Years
Tony Maniscalco....15 years

Larry Landry.....14 years

Tom Reedy.....13 years

Carter Manucy.....12 years

Keith Roberts.....12 years

Steve Ruppel.....10 years

Sharon Samuels.....10 years

Susan Schumann...10 years

5+ Years
Janet Davis.....9 years

Amie Erickson.....8 years

Joe McKinney.....8 years

Ray Platt.....8 years

Sharon Adams.....7 years

Ann Beckwith.....7 years

Diane Burel.....7 years

Jody Finklea.....7 years

Roger Fontes.....7 years

Chris Gowder.....7 years

Jim Hay.....6 years

Mark Larson.....6 years

Rich Popp.....6 years

David Schumann....6 years

Karen Culpepper.....5 years

Tina Garza.....5 years

Jason Holland.....5 years

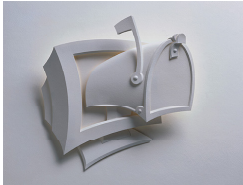
Celina Tse.....5 years

FMPA 30th Anniversary

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By pairing the strengths of individual, community-owned utilities with the strengths of a statewide organization, like FMPA, electric customers in FMPA's member communities are the ultimate beneficiaries. Municipal electric utilities provide their communities with exceptional service reliability, not-for-profit operations, local decision making and the personal touch only a hometown utility can offer. Meanwhile, working together through FMPA allows municipal utilities and their customers to enjoy economies of scale in power generation, access to intellectual and technical resources, and strength in numbers.

This blending of community power and statewide strength enables municipal electric utilities to provide the personal attention of a local utility backed by the resources of a statewide organization. Ultimately, this combination serves the highest goal of making their communities better places to live and work. ♦



The Dispatch Via E-Mail

The FMPA Dispatch is available electronically. Sign up to receive an Adobe PDF version of the newsletter by sending an e-mail to diane.burel@fmpa.com



The FMPA Dispatch is published by the Florida Municipal Power Agency. FMPA is a wholesale power company owned by municipal electric utilities. FMPA provides economies of scale in power generation and related services to support community-owned electric utilities.

FMPA's members include Alachua, Bartow, Blountstown, Bushnell, Chattahoochee, Clewiston, Fort Meade, Fort Pierce, Gainesville, Green Cove Springs, Havana, Homestead, Jacksonville Beach, Key West, Kissimmee, Lake Worth, Lakeland, Leesburg, Moore Haven, Mount Dora, New Smyrna Beach, Newberry, Ocala, Orlando, Quincy, St. Cloud, Starke, Vero Beach, Wauchula and Williston.

General Manager and CEO: *Roger A. Fontes*
Dispatch Writer/Editor: *Diane M. Burel*

T. (407) 355-7767
F. (407) 355-5794

(888) 774-7606
www.fmpa.com

