

# SUM OF OUR EFFORTS

1978-2008

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FLORIDA MUNICIPAL POWER AGENCY



## SUM OF OUR EFFORTS

An indomitable one-for-all-and-all-for-one spirit—evidenced during the defining moments in FMPA’s history—best describes Florida’s joint action agency, which celebrates its 30<sup>th</sup> anniversary in 2008.

Cover Photo: Dedication ceremonies were held in September 2006 for Stock Island Unit 4, a 45 MW simple cycle combustion turbine owned by FMPA and operated by Keys Energy Services.

# 1

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In a dispute over U.S. support for Israel in the Arab-Israeli war, Arab nations embargoed oil shipments to the United States in October 1973. The oil embargo hit electric utilities with devastating effect, for as the embargo took hold, oil prices rose eightfold.\*

The sudden fuel cost increases were passed along to electric consumers as fuel adjustment charges in monthly electric bills. In some cases, this caused electric prices to increase upwards of 50 percent.\* Angry citizens joined consumer organizations, turned down their thermostats, and shut off lights in efforts to reduce their electric bills.

This resulted in another shock for electric utilities. For the first time since 1946, the steady growth in the demand for power declined in 1974. It was a dramatic change. If this trend continued, many of the plants under construction at the time would not be needed.

Amid growing uncertainty, stock prices for investor-owned utilities fell 36 percent by September 1974.\* Wall Street responded by pressuring regulators to allow higher charges to repair the damage to investors' confidence so they would continue to finance planned expansion. The number of rate cases grew more than 500 percent, with requests for even larger rate increases soon to follow.\* In 1975 alone, nearly \$5.9 billion in fuel adjustment increases were passed to consumers.\*

The nationwide crisis was felt in Florida, too. The pancaking problems affected plant construction, wholesale power prices, fuel curtailments and future power generation options.

\*Scott Ridley, *Profile of Power*, American Public Power Association, 1996, p. 32

# 2

## BIRTH OF JOINT ACTION

In the face of mounting competitive pressure, public power systems began forming regional “joint action agencies” that allowed individual systems to participate collectively in power pools, to buy wholesale power in a group and to finance generating plants jointly.

The first joint action agency, the Washington Public Power Supply System, was formed in 1957 in a coordinated effort to construct a dam.<sup>\*</sup> During the 1960s, several other joint action agencies were created in Arizona, California, Iowa and South Dakota.<sup>\*</sup> But it wasn’t until the energy crisis in late 1973 that joint action took off. Between 1974 and 1980, 31 joint action agencies were formed.<sup>\*</sup>

In Florida, an existing law authorized local governments to cooperate with one another for mutual advantage. With assistance from the Florida Municipal Utilities Association (FMUA), now known as the Florida Municipal Electric Association (FMEA), an organizational committee was formed in the summer of 1977 to establish the structure of a joint action agency.

The organizational committee met in Tallahassee on Sept. 8, 1977, where nine municipal electric systems were represented: Lake Worth, New Smyrna Beach, Key West, Fort Pierce, Jacksonville Beach, Gainesville, St. Cloud, Sebring and Ocala.

<sup>\*</sup>Scott Ridley, *Profile of Power*, American Public Power Association, 1996, p. 32

A temporary chairman was elected, Clifford C. Blaisdell, Jr., from Lake Worth. Charlie Shreve of FMUA was named acting general manager for the joint action agency. And to serve as acting general counsel, the committee retained FMUA's attorney, Frederick M. Bryant.

Four months after the first organizational meeting, 13 cities had signed an interlocal agreement to form the Florida Municipal Power Agency (FMPA), and a number of other city officials expressed confidence they would do the same. Membership continued to rise with 23 municipals committed by FMPA's initial meeting on Feb. 24, 1978. In the following two months, three additional cities joined the agency, bringing the total to 26.

At a meeting in February 1979, the Agency's members received an engineering report that would provide information to chart a course for Florida's new joint action agency. It had been nine months since the Agency selected R.W. Beck and Associates as its consulting engineer and six months since a work order had been approved to perform a preliminary study of power supply alternatives. When complete, the report, weighing 2 pounds and 12 ounces, identified more than 30 potential projects and offered three top recommendations:

- Take all steps necessary to participate in a nuclear power plant, such as Florida Power and Light's St. Lucie plant or Georgia Power's Vogtle.
- Become the all-requirements power supplier for member cities who purchased all their power requirements from a single wholesale supplier.
- Study the feasibility of owning and financing bulk power transmission facilities.

Amazingly, the pursuit of these three goals led to the defining moments that forged FMPA's character in its first three decades.

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

James C. Welsh  
President & General Manager  
Kissimmee Utility Authority

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  
City Manager  
City of Bushnell



The Agency has grown from nothing but an idea into a sophisticated utility that is large enough to be a force in the industry yet never too big to meet the needs of its smallest members.

Dean G. Shaw  
Former Director of Electric Utility  
Ocala Electric Utility

FMPA's greatest accomplishment has been pulling together municipal electric systems—big and small—into a strong and progressive group and helping make us a competitive force in Florida's energy marketplace.

Susan Freiden  
Former Town Manager  
Town of Havana



FMPA issued bonds in August 1984 for its Stanton Project, a 14.8 percent ownership in a 425 MW coal-fired plant.





### THE FIRST JOINT ACTION PROJECT

Before FMPA was formed, Florida Power and Light (FPL) announced plans to build a nuclear power plant, and several municipal electric utilities were interested in purchasing an ownership interest in the plant.

The technology for nuclear power plants was developed by the government in the Manhattan Project and subsequently made available to private enterprise for commercial use. Since the government financed the technology, and since the only cost-effective nuclear plants must be large units, the federal government decided the benefits of nuclear power must be shared with public utilities. Consequently, the Atomic Energy Act provided for antitrust conditions to be placed on nuclear plant licenses, which opened the way for greater public power participation in nuclear projects.

A group of 20 Florida cities came together and asked for ownership interests in FPL's four nuclear units: two units at St. Lucie and two at Turkey Point. FPL denied the request, so in 1974, the cities intervened in FPL's application for a license to construct St. Lucie Unit 2. In addition, the cities filed an antitrust lawsuit against FPL.

In 1976, the Nuclear Regulatory Commission ruled that the cities were not entitled to ownership interests in the Turkey Point units and St. Lucie Unit 1 because these plants were already in operation. However, the Commission did uphold the cities' right to participate in the yet to be built St. Lucie Unit 2. This decision resolved the nuclear license intervention, but the antitrust lawsuit dragged on for several years.



Claude L'Engle, at the time assistant utility director for Lake Worth, said in an interview years later that it was a challenge for the cities to raise funds during the long legal fight. "Every time we needed money, each utility had to go back to its city council, so there were 20 separate approvals."

During this time, FPL began talking with individual cities in an attempt to settle. FPL struck a deal with Orlando Utilities Commission, but FPL was not able to split the opposition of the remaining cities.

"The cities held tight," L'Engle said, "but not without effort and leadership from the likes of Clem Corn in Tallahassee, Pete Wait from New Smyrna, Jim O'Connor in Bartow, Ewell Menge Sr. from Fort Pierce, John Little from Vero Beach and others."

Finally, in 1982, FPL and the cities reached a comprehensive settlement. L'Engle said, "Many cities gave up individual gripes and claims for the good of the overall group. It was all so fragile; it could have been destroyed time and time again. It survived because we had a group of strong people with conviction. They didn't stop, even when they lost a battle—and there were several losses—but they persevered."

Cleared to participate in St. Lucie, it was time for each city to negotiate a participation agreement with FPL and to finance its ownership interest. During the eight years since the legal action began, FMPA had been formed, so the cities turned to the Agency to coordinate the first joint action power supply project.

One important condition of the antitrust settlement was that FMPA and FPL negotiated amendments to the Florida Statutes under which FMPA was created.

The achievements are many, but the most important has got to be development of the All-Requirements Project. This is, I believe, why the agency was created—to provide an economical and reliable supply of electricity for our cities that would otherwise be at the mercy of investor-owned utilities.

Elie J. Boudreaux III, P.E.  
Former Director of Utilities  
Fort Pierce Utilities Authority

Some of the key amendments approved by the Florida Legislature in March 1982 clarified FMPA's authority to issue revenue bonds, more clearly defined FMPA's legal obligations as a participant in joint power projects, and required the Florida Supreme Court to validate FMPA's legislation and contracts when validating bonds.

The validation requirement was rare and significant. Because FMPA was a new legal entity using its statutory authority for the first time, and since its first bond issue was rather large—\$290 million—it was important to assure investors that the bonds and the purpose were lawful. Once the Florida Supreme Court validated the documents, the bond issue thereafter could not be challenged.

The Court validated FMPA's documents in March 1983, and FMPA was on its way to creating its inaugural power supply project.



FMPA's first power project came to fruition in February 1982. The Agency purchased an 8.8 percent ownership in St. Lucie Unit 2, an 838 MW nuclear power plant.

# 4

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## ESTABLISHING ALL-REQUIREMENTS

One consequence of the '70s energy crisis was that investor-owned utilities were filing many wholesale rate increases. In many instances, before one case could be decided, another was filed.

Several municipalities purchased all their wholesale power needs from their surrounding investor-owned utility. At the time, there was little competition among wholesale power suppliers, so municipalities were captive to their chief competitors, who had the power to increase municipal costs.

Municipal utilities began to look for wholesale power supply alternatives, and they turned to FMPA to pursue its second recommended objective: becoming the all-requirements power supplier for member cities that purchased all their wholesale power needs.

The concept was to create a new utility by combining the loads of non-generating systems into one control area, purchasing or building power resources, and purchasing transmission service to serve the total power needs of the municipal systems. Feasibility studies concluded, conservatively, that the project's savings would be minimal. FMPA's cost of supplying power was projected to be less than the current suppliers' but only by one percent, or \$1 million.

The investor-owned utilities that served the non-generating cities were aware of FMPA's project and made competing presentations at city council meetings. When it looked like several cities would sign with FMPA, Florida Power Corporation (now Progress Energy Florida) made a last-minute offer to try and kill the project. Florida Power offered to match FMPA's cost of service for five years.

For some cities this counter offer made the decision easier because it appeared there would be no risk in remaining with the present supplier. The Agency, on the other hand, was just seven years old, and there was no track record for an all-requirements project. But a few people knew that FMPA's project would collapse if no cities signed, and without competition, none of the cities would see savings.

Every cause needs a champion, and at that time, no cause needed one more than FMPA's. The champion came from the city of Bushnell, one of the smallest municipal electric utilities in Florida. Bushnell was the first to sign with FMPA, followed by Green Cove Springs, Jacksonville Beach, Leesburg and Ocala. These five cities were 75 percent of the potential load among non-generating cities, which was enough to launch FMPA's project. At the brink of collapse, FMPA's All-Requirements Project had life.

Gerald Ergle, an Ocala City Council member at the time, said in a 1997 speech, "We knew the [savings estimates] were conservative, and we factored that into our decision. But more than savings or anything else, we were frustrated by a lack of control over a major part of our destiny, and frustrated by Florida Power's apparent emphasis on short-term results at the expense of our long-term mutual prosperity. We knew that with FMPA, we'd have control, and the Agency would have our interest at heart."

All-Requirements began operations in May 1986. The results during the first five months of operation were astounding. The project saved \$6.2 million, or 19 percent. By the end of fiscal 1987, the project had saved its members \$12.4 million, or 16.6 percent.

All-Requirements was so successful that other cities asked how they might join. FMPA commissioned studies to evaluate the economic benefits of adding more participants, including members that own generation. The All-Requirements Project continued to save its participants significant amounts of money, adding up to hundreds of millions of dollars over the years.

The cities with Florida Power's rate matching offer saved money, too. From 1986 through 1998, when Florida Power no longer agreed to match FMPA's costs, nine cities received \$34.2 million in refunds thanks to All-Requirements.

All-Requirements continued to grow over the years into FMPA's largest, most acclaimed power supply project.

# 5

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## GAINING EQUAL TRANSMISSION ACCESS

FMPA realized early on that success in power supply required more than diverse, flexible and cost-effective power supply resources. It took fair and reasonable access to the state's interconnected transmission system. This opens up opportunities for municipalities to plan and operate more efficiently—on par with utilities that own transmission facilities.

In 1989, FMPA's members wanted to purchase the same type of electric transmission service that investor-owned utilities used themselves. FMPA was able to get this service from Florida Power, but FPL refused, even though they were required to do so by agreement with the Justice Department and the Nuclear Regulatory Commission.

FMPA negotiated with FPL for two years trying to reach a compromise but to no avail. It was clear FPL decided to test the resolve of FMPA's members again. In 1991, with no other satisfactory option available, FMPA filed a lawsuit against FPL for breach of contract and antitrust violations.

Two years passed. During that time, there was lengthy discovery, time-consuming motions, and frustrating delay caused by a change in judges. Just before the trial was set to begin in 1993, the court dismissed FMPA's claims. After several years in the legal process, FMPA had lost before it even got its day in court. The judge dismissed the case based on her interpretation of an established legal doctrine, which she felt prohibited the claim.

"This decision might have been crushing for us," said Dean Shaw, FMPA's Chairman at the time, "except we knew in our hearts that we were right and that the judge's decision was in error."

The fact that a group of municipal electrical 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  
Former General Manager  
Florida Municipal Power Agency



FMPA's greatest accomplishment is the ability of its members to cohesively move forward in a changing industry, step outside of the comfort zone of tradition, and make changes and decisions that allow members the continued ability to provide reliable, affordable service to millions of Floridians.

Rebecca Matthey  
Director of Electric Utility  
Ocala Electric Utility



At the dispatch center on May 1, 1986, for the initiation of FMPA's All-Requirements Project were the founding members (standing left to right): Ted Biggs of Green Cove Springs, Vince Ruano of Bushnell, Keith Roberts of Jacksonville Beach, Joseph Tardugno of Leesburg and Dean Shaw of Ocala.



FMPA filed an appeal in 1994. While the appeal was in process, FMPA was encouraged by a supportive opinion from the Department of Justice. The Department said the judge erred in dismissing the case.

In 1995, FMPA won the appeal. The appellate court unanimously overturned the judge's ruling and reinstated FMPA's case. Finally, the judge ruled in 1999 that there was a contract between FPL and FMPA and that FPL was guilty of breaking that contract. The judge ruled summarily, which means without the need for a trial, because the facts of law were clear. The judge set for trial the issues of how much FMPA had suffered in monetary damages and—the major question—did FPL violate antitrust laws?

Two months later, FPL and FMPA met in court-ordered mediation. It was there, just one week before the scheduled trial, that FPL decided to seriously negotiate a settlement. FPL agreed to pay FMPA \$38 million in cash, significantly reduce the monthly charge on an existing long-term power purchase, and sell FMPA a block of power at a favorable rate for five years.

Shaw said, "There were several reasons why we won. First, we won because we were right, plain and simple. Second, we won because we have a good team of staff and consultants, plus a Board who trusts them to do their job. And finally, we won because our Board stuck together and never gave up. Throughout this ordeal, there were ups and downs, but we kept pressing forward. There

wasn't a crack in our front. FPL had no opportunity to divide and conquer."

Obtaining equal access to transmission service enabled FMPA to significantly expand its All-Requirements Project membership. The project grew from five original cities to reach a total of 15 participants in 2002.

We often see motivational quotes about the benefits of working together, but they are meaningless without action. FMPA is teamwork in action; the agency personifies what happens when a group of professionals agree that two heads are better than one.

Barry Moline  
Executive Director  
Florida Municipal Electric Association

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## PROJECT TAKER TO PROJECT MAKER

Within a few short years, FMPA's All-Requirements Project grew into a 1,500 MW system, making it one of the largest municipal utilities in Florida and the United States. This growth, which occurred during a time of rising natural gas prices, was not without challenges. FMPA's All-Requirements cities needed to modernize their fleet of generation plants, while meeting their customer's growing power needs in an economical and environmentally friendly manner. Addressing this challenge opened the door to the next phase of FMPA's development.

FMPA's first priority was to create a plan. In 2004, FMPA launched a comprehensive, long-term power supply study. The resulting report, called the Integrated Resource Plan (IRP), showed significant capacity needs over the next 20 years due to a combination of expiring power purchase contracts, potential unit retirements and anticipated load growth. This plan proved to be a roadmap for FMPA's future.

My hope for FMPA is that the newer, stronger All-Requirements Project can make meaningful progress on the issue of delivering cost-competitive wholesale rates for its members.

Thomas W. Richards, P.E.  
Director of Electric & Gas Systems  
Fort Pierce Utilities Authority

In FMPA's early years, its strategy of being a minority owner in power plants that were primarily owned and operated by other utilities enabled All-Requirements to diversify its generation assets with ownership interests in various plants. As FMPA grew, and the wholesale power market in Florida shrunk considerably, this strategy was no longer necessary or efficient.

Now that All-Requirements was among the largest municipals in Florida, it had capacity needs that were large enough to justify building its own units and urgent enough that FMPA could not wait to be invited to participate in another utility's plant. It was necessary for FMPA's members to take control of their destiny and make the transition from a power supply project taker to a power supply project maker.

FMPA's members had a plan. The IRP recommended that FMPA construct two new generation projects: a simple cycle combustion turbine to begin operating in 2006 and a combined cycle unit to begin operating in 2008.

FMPA's first self-build project was to license and construct a 45 MW peaking unit located at Keys Energy Services' (KEYS) existing Stock Island generating facility. Construction began in November 2005 and was completed in June 2006. This unit enhanced reliability in the lower Florida Keys while adding to the reliability of Florida's statewide transmission grid. Under a mutually beneficial agreement, the power plant is owned by FMPA's All-Requirements Project and operated by KEYS.

My hope for FMPA's future is that continued joint action will ensure we are able to meet the growing electricity demands in Florida.

Lynne Tejeda  
General Manager and CEO  
Keys Energy Services

FMPA's next self-build project was a bigger challenge. The state-of-the-art combined cycle unit would produce six-times more capacity than the Stock Island unit, take twice as long to license and construct, and cost about eight times more to build. This project was also FMPA's first wholly-owned unit at a brand new power plant site.

Through a collaborative process, All-Requirements participants selected a 69-acre site southwest of Fort Pierce, Fla. The site was selected for its proximity to several All-Requirements cities and its favorable position on Florida's transmission grid.

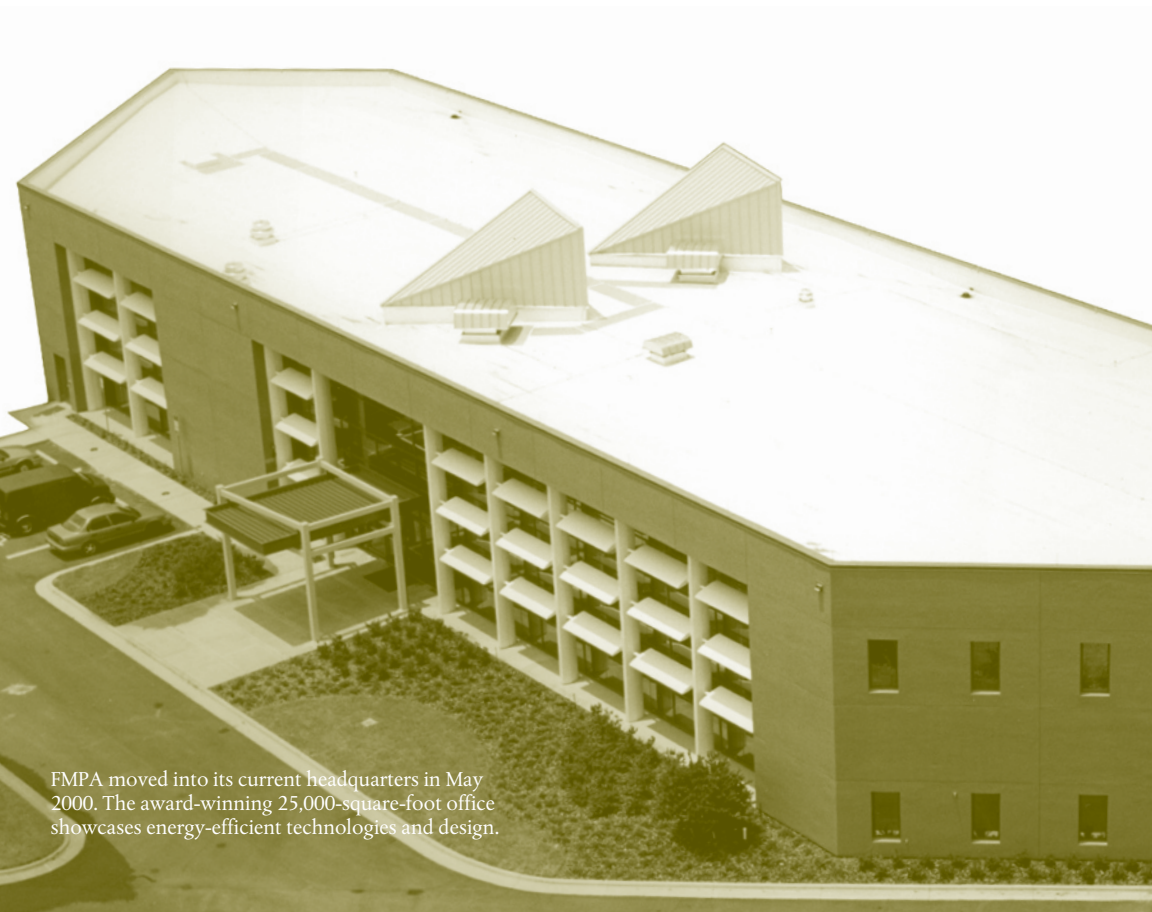
To ensure self-build was the best option, the All-Requirements cities evaluated alternative and competitive power purchase proposals. It was determined that building a new power plant was the most economical option to meet customers' power needs.

The project was successfully licensed, and in August 2006, FMPA broke ground at the new site called Treasure Coast Energy Center. This high-efficiency, natural gas-fired power plant will generate up to 300 MW, enough electricity to serve approximately 60,000 homes in Florida. Construction of the \$273-million project was scheduled to take two years with commercial operation anticipated in late spring 2008.

All-Requirements had grown to a point where it was necessary and appropriate to take control of its power supply future. In the face of new challenges, the project expanded its capabilities culminating in the development of its own power supply projects. FMPA had made the notable transition from project taker to project maker.

FMPA continues to evolve and show dynamic flexibility in addressing the power supply needs for member cities of all sizes. In this complex industry, the demands on the Agency to provide energy at a competitive rate, as well as to consistently respond to member inquiries are remarkable achievements. Only through unified perseverance can we achieve a more diverse, cost-based generation supply portfolio while also incorporating green energy and meeting legislative mandates.

Gregg Griffin  
Director Electric Utility  
Green Cove Springs



FMPA moved into its current headquarters in May 2000. The award-winning 25,000-square-foot office showcases energy-efficient technologies and design.

# 7

## FMPA TODAY

Thirty years ago FMPA was formed with no staff, no office, no power generation projects, no revenues and no assets. There was only the idea that FMPA could coordinate the wholesale power needs of its members in order to create economies of scale in power generation and related services.

Three decades later, FMPA has grown to supply nearly 50 percent of its members' total power needs. In 2008, FMPA had 30 members, a full-time staff of nearly 70, a 25,000-square-foot headquarters in Orlando, five power generation projects, a pooled financing fund, approximately two dozen member service initiatives, annual revenues of \$707 million and total assets of \$1.6 billion.



One of FMPA's major accomplishments, apart from any single event, has been its role as a forum to bring municipal electric utilities together. Working together has given municipal utilities a stronger, unified voice. It has enabled them to pool their collective physical, financial and intellectual resources to enhance competitiveness. And it has fostered an indomitable one-for-all-and-all-for-one spirit, as the utilities unite in their commitment to serve their communities.

While most retail electric customers do not know that FMPA exists, the Agency plays an active role behind the scenes bringing competition to the wholesale power market. Through FMPA, municipals have been successful in reducing power costs, diversifying power supply resources and providing a measure of competition in the wholesale market.

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. A community-owned utility offers advantages like local service reliability, not-for-profit operations, local decision making and the personal touch of a hometown utility. Meanwhile, a statewide organization brings economies of scale, access to resources and strength in numbers. This blending of community power and statewide strength enables municipal electric utilities to provide the personal service of a local utility backed by the resources of a statewide organization.

Ultimately, this combination makes municipal electric utilities able competitors and valuable community assets that serve the highest goal of making their communities better places to live and work.

It is my hope that the future leaders of FMPA continue to expand on FMPA's successes and find new ways to benefit our cities while continuing to provide low cost reliable power.

Kevin McCarthy  
Utilities Director  
City of Clewiston





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*February 24, 1978* FMPA holds its first official meeting.

*February 1979* FMPA's first power supply study recommends: 1) Participation in a nuclear project, 2) Become power supplier for non-generating members, and 3) Study transmission ownership.

**82** *February 1982* Legal settlement with Florida Power and Light enables Florida cities to participate in FPL's second unit at the St. Lucie Nuclear Power Plant. The St. Lucie Project is formed to purchase an 8.8 percent ownership in the 838 MW unit.

**83** *March 1983* Florida Supreme Court affirms lower court ruling on enforceability of St. Lucie Project contracts and validates sale of bonds.

**84** *January 1984* Stanton Project is formed to purchase a 14.8 percent ownership in Stanton Unit 1, a 425 MW coal plant.

**85** *March 1985* Tri-City Project is formed to purchase a 5.3 percent ownership in Stanton Unit 1, a 425 MW coal plant.

**86** *May 1986* All-Requirements Project begins serving all the power needs for five members: Bushnell, Green Cove Springs, Jacksonville Beach, Leesburg and Ocala.

**88** *July 1988* Florida Municipal Power Pool is formed by Orlando Utilities Commission, Lakeland Electric and FMPA to lower power costs through joint economic dispatch.

*July 1988* Pooled Loan Fund completes initial bond issue to provide low-cost loans for utility-related projects.

*October 1988* Integrated Dispatch and Operations (IDO) study released showing the economic benefits of incorporating cities with generation into the All-Requirements Project.

*November 1988* Joint Owners Oversight Project formed to audit billings for jointly owned generating units.

**89** *April 1989* IDO contracts signed by five generating systems and negotiations begin for transmission.

**90** *December 1990* Stanton II Project is formed to purchase a 23.2 percent ownership in Stanton Unit 2, a 429 MW coal plant.

**91** *May 1991* Clewiston joins All-Requirements Project.

- 91** *December 1991* FMPA files a lawsuit against Florida Power and Light for breaching a contract to provide network transmission service and for violating antitrust laws by monopolizing the provision of transmission service.
- 93** *July 1993* FMPA files requests at the Nuclear Regulatory Commission and the Federal Energy Regulatory Commission asking each to act on its authority to order Florida Power and Light to sell network transmission service to FMPA.
- 94** *May 1994* In a precedent-setting decision, the Federal Energy Regulatory Commission orders Florida Power and Light to sell network service to FMPA.
- July 1994* FMPA forms the Joint Purchasing Project, the first of many new member services.
- 96** *April 1996* FMPA begins purchasing network service from Florida Power and Light for the existing members of its All-Requirements Project.
- 97** *June 1997* Vero Beach is the first generating member to join All-Requirements since network transmission service became available.
- October 1997* Starke begins coordinated operations as a member of All-Requirements.
- 98** *January 1998* Fort Pierce begins operating as part of All-Requirements.
- April 1998* Key West begins operating in All-Requirements. Adding four cities in less than a year increases the project's size by more than 60 percent.
- 99** *October 1999* FMPA and Florida Power and Light reach a comprehensive settlement in a lawsuit filed by FMPA seeking relief for alleged breach of contract and antitrust violations related to the provision of transmission service.
- 00** *February 2000* Fort Meade joins All-Requirements.
- July 2000* The Town of Havana joins All-Requirements.
- December 2000* Newberry joins All-Requirements.
- 02** *August 2002* Board of Directors approves an Energy Risk Management Policy to establish guidelines for risk mitigation.

**02** *October 2002* Kissimmee Utility Authority and Lake Worth Utilities join All-Requirements, increasing the project's size by 30 percent to become the state's second largest municipal utility and the sixth largest utility in peninsular Florida.

**04** *January 2004* FMPA creates a fuel hedging program.

*June 2004* FMPA completes its first Integrated Resource Plan, a long-term power supply plan for All-Requirements.

*July 2004* FMPA members select a greenfield site in St. Lucie County for the Agency's new combined cycle unit, Treasure Coast Energy Center.

*October 2004* FMPA owners approve a plan to create the Agency's Project Development Department.

*November 2004* FMPA is a founding member of Public Gas Partners, a joint action agency created to secure economical, long-term natural gas supplies.

**05** *November 2005* FMPA breaks ground on Stock Island Unit 4, a 45 MW, low sulfur oil-fired combustion turbine power plant located in Key West. It is the first unit licensed and built by FMPA.

**06** *July 2006* The city of Blountstown joins FMPA, bringing the Agency's membership total to 30 cities.

*August 2006* FMPA breaks ground on construction of Treasure Coast Energy Center, a 300 MW combined cycle unit at the Agency's first wholly owned plant site.

*September 2006* FMPA dedicates Stock Island Unit 4.

**07** *March 2007* All-Requirements Project participants approve building a second 300 MW combined cycle unit.

*May 2007* FMPA owners approve changes to the Agency's governance structure to enhance the decision-making process. The most significant changes give All-Requirements greater self-governance through reorganization of the Executive Committee.

**08**

POWERFUL LEADERS

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Chairman, FMPA Board of Directors

Clifford C. Blaisdell, Jr.	Lake Worth Utilities	1978 to 1979
E. Eugene Dearmin	Ocala Electric Utility	1979 to 1980
Barbara Bidwell	New Smyrna Beach	1980 to 1985
John C. "Claude" L'Engle	Lake Worth Utilities	1985 to 1987
Dean G. Shaw	Ocala Electric Utility	1987 to 2003
Elie J. Boudreaux III, P.E.	Fort Pierce Utilities Authority	2003 to 2006
James C. Welsh	Kissimmee Utility Authority	2006 to present

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Chairperson, FMPA Executive Committee\*

Rebecca Matthey	Ocala Electric Utility	2007 to present
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*\*Beginning with the governance changes approved in May 2007.*

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General Managers

E.C. "Charlie" Shreve	February 1978 to October 1978
Calvin R. Henze	October 1978 to November 1991
John C. "Claude" L'Engle	November 1991 to March 2001
Roger A. Fontes	March 2001 to present

*\*Acting General Manager*

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FMPA Members in 2008

1. Alachua	11. Havana	21. New Smyrna Beach
2. Bartow	12. Homestead	22. Newberry
3. Blountstown	13. Jacksonville Beach	23. Ocala
4. Bushnell	14. Key West	24. Orlando
5. Chattahoochee	15. Kissimmee	25. Quincy
6. Clewiston	16. Lake Worth	26. St. Cloud
7. Fort Meade	17. Lakeland	27. Starke
8. Fort Pierce	18. Leesburg	28. Vero Beach
9. Gainesville	19. Moore Haven	29. Wauchula
10. Green Cove Springs	20. Mount Dora	30. Williston

## FMPA RESOLUTION OF APPRECIATION RECIPIENTS

FMPA's Resolution of Appreciation is the organization's highest honor. The 28 recipients listed below served FMPA with extraordinary dedication and left a permanent impact on the Agency's history.

Name	Organization	Date Awarded
Senate President Phil Lewis, House Speaker Hyatt Brown, Senator Pat Thomas, Senator Buddy McKay and Representative Lee Moffitt	Florida Legislature	June 27, 1979
Clifford C. Blaisdell, Jr.	Lake Worth Utilities	June 29, 1979
Edwin Charles Shreve, Jr.	Florida Municipal Utilities Association	June 29, 1979, June 14, 1988, and July 16, 1996
E. Eugene Dearmin	Ocala Electric Utility	February 26, 1982
Senator Edgar M. Dunn, Senator George Kirkpatrick, Jr. and Representative James Harold Thompson	Florida Legislature	March 18, 1983
Orlando Utilities Commission and its Staff	Orlando Utilities Commission	May 16, 1986
John A. Smith	Homestead	June 23, 1986
Clem H. Corn	Tallahassee	June 23, 1987
Calvin R. Henze	FMPA	June 14, 1988, and June 25, 1991
Frederick M. Bryant	FMPA	June 14, 1988
John V. Little	Vero Beach	December 14, 1990
Harry M. Schindehette	Fort Pierce Utilities Authority	June 17, 1994
Robert R. Padron	Key West	January 27, 1995 and September 27, 2007
Keith Roberts	Jacksonville Beach	July 18, 1995
Melinda S. Short	FMPA	October 23, 1998
Joseph M. Tardugno	Leesburg	December 10, 1999
George W. Mathis	Clewiston	August 18, 2000
Mary Ann Davis	FMPA	September 27, 2002
Dean G. Shaw	Ocala Electric Utility	December 12, 2003
Rex Taylor	Leesburg	December 12, 2003
Elie J. Boudreaux III, P.E.	Fort Pierce Utilities Authority	September 21, 2006
Susan J. Freiden	Town of Havana	December 7, 2006



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