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February 1998



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RELAY is published monthly by the Florida Municipal Electric Association, Inc., and distributed free to public power officials, state legislators and regulators, associate member companies and electric cooperative managers.

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OHM PAGE



Batty J. Moline
FMEA Executive Director

Plenty of Options

The rules are changing. No matter how electric industry restructuring ends up, the business will be different for all utilities.

Private utilities may want to grow by serving customers outside their service territories. However, one scenario playing out in three restructuring states — California, New Hampshire and Maine — is that private utilities are selling their generation. These private utilities are becoming big wires companies. Why? Because electrical distribution is a dependable money-making venture.

Electric cooperatives, like city-owned electric utilities, are concerned about deregulation's impact on residential customers. As consumer-owned utilities, "Co-ops" and "Munis" are the true voice of the people. They don't have out-of-town shareholders to please, only local customer-owners.

There is growing debate about the future of public power utilities. But before looking ahead we must briefly examine the past.

Why was public power invented in the first place? Several reasons. The first was **lack of service from private utilities**. Decades ago, private utilities refused to provide electricity to cities they thought unprofitable to serve. So thousands of cities across the United States picked themselves up by their bootstraps and started their own electric utilities. Local government stepped in to provide this essential service to citizens.

The second reason why public power came into existence is **poor service from private utilities**. The reliability and service of many private utilities was (and in the case of several private Florida utilities, still is) so bad that citizens asked their local government to form a public utility. Ever since, public power utilities have been the honest, not-for-profit, open-to-the-public alternative to private utilities. It's a big responsibility to be on the side of consumers. Public power raises the bar for reliability and customer service. And for that reason, we've been a thorn

in the side of private electric companies.

In the November 1997 issue of the *Electricity Journal*, economics professor Robert Michaels of California State University pontificates on the future of public power. He identifies three scenarios.

Option one is business as usual. This is insupportable, says Michaels, as large customers will get special deals and residential customers will be left to foot the bill. That is, until they leave en masse for other, cheaper power suppliers. Unfortunately, Michaels fails to recognize the possibility that public power utilities might be the ones with the lower rates.

Michaels' second suggested option is to ally with others to reduce risk and offer new services. Interestingly, Michaels debunks the public-private alliance, arguing that local control would be impaired by a corporate partner. He predicts (without a single example or anecdote) that too many political decision makers would make it difficult to make business decisions, and that politics might cause public utilities to choose the wrong partner.

Interestingly, Kenneth Rice, CEO of Enron Capital and Trade Resources, writes about partnerships in the same issue of the *Electricity Journal*. He claims that the future success of public power lies firmly in the public-private partnership. In this way, Rice contends, customers might receive expanded services with low risk to the cities.

Michaels' third option is for public power utilities to unbundle generation from transmission and distribution, or as he puts it, separate the risky part of the business from the safe part. Michaels then asks that if private entities are providing a service (i.e., generation) "why should government be in the business at all?"

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NEWS LINES



City of Tallahassee Considers Sale Option while Working to Reduce Generation Risk

Over the past three years, the city of Tallahassee has been preparing for the possibility of deregulation of the electric industry by lowering rates gradually, reducing the amount transferred from the electric fund to the general fund, and enhancing the efficiencies of city operations by reducing operating costs and eliminating positions.

Thirty-three percent of city services such as police, fire and parks and recreation are paid for with electric profits.

At the direction of the City Commission, Tallahassee city is looking at the following options:

1) Remaining in the electric and gas businesses, but restructuring as appropriate to be competitive with other entities that may be entering the market.

2) Remaining in the electric and gas businesses,

but restructuring the governance and financial risk in the form of a utility authority and expanding business opportunities.

3) Retaining the electric and gas utilities in a business alliance or partnership with other businesses.

4) Selling all or a portion of the electric and gas operations.

The city's main objective at this time is to help ensure that citizens and electric customers retain the same level of city services they currently enjoy at a reasonable rate and that the city maintains a much needed revenue stream for the future.

To further these goals, Tallahassee officials are considering transferring their high-risk nuclear generation interests. The Tallahassee City Commission is scheduled to decide in late

February, whether to accept an offer from Florida Power Corporation (FPC) which would transfer the city's ownership in the Crystal River Nuclear Power Generator Number 3 to FPC.

The city purchased a small 1.333 percentage interest in 1975 for \$6 million, and in return, anticipated receiving 11 megawatts (MW) of electric power when the unit operated. However, in recent years the Crystal River Nuclear Plant has suffered from low reliability, and during the last 12 months has not produced any power for the city.

The city has negotiated with FPC, the primary owner of Crystal River, to acquire the city's ownership interest in the nuclear plant. In addition, the agreement includes a guaranteed

purchase of 11 MW of power until the year 2016. The cost of this power would be fixed for the first 10 years of the agreement, and would only escalate the final nine years by the same amount as the Consumer Price Index.

Assistant City Manager for Utilities J. Sam Bell said, "The city of Tallahassee has been, for sometime, concerned about the level of risk associated with the nuclear power industry. We think we have worked out an amicable deal with Florida Power Corporation, and think this is in the best interest of our citizens and customers. We estimate that the city could save almost \$4 million by relinquishing this small share to FPC, along with mitigating the risks and liabilities associated with nuclear ownership."

OUC Celebrates 75th Anniversary with a New Logo

The Orlando Utilities Commission (OUC) recently celebrated their 75th anniversary of providing residents with reliable electrical and water service.

The celebration was marked by a new 75th

anniversary seal and a new logo that reads "The Reliable One," which is designed as a marketing strategy to remind Orlando citizens that OUC is the most dependable electric utility in Florida. As a

group, OUC customers have fewer outages and power is restored faster when power does go out.

In addition to the logo appearing on all printed material, OUC will sponsor various activities during the

year-long celebration to commemorate the historic 75th milestone. The activities throughout the year will highlight OUC's innovative, friendly and dependable electric and water services.

KUA Hosts Educators In Industry Program

The Kissimmee Utility Authority (KUA) recently hosted a group of 25 educators from the Educators in Industry program, which teaches education professionals about technical industries and helps them prepare students for technical careers.

The group received an overview of the utility, a presentation on KUA hiring practices, and viewed the Cane Island Power Park Video. Participants also received walking tours of both the Energy Control Center and the Mapping division of KUA's Transmission & Distribution department.

"We want to make sure students emerging from

school systems are properly trained to work in the industry," said Kissimmee Communications Manager Chris Gent. He added that, as a result of the Educators in Industry Program, communities and employers benefit from a better qualified workforce.

Educators in Industry is sponsored by Orange County Public Schools, Osceola District Schools, and Valencia Community College. Participants in the program include the City of Kissimmee, the City of St. Cloud, Osceola County, Columbia Medical Center Osceola, and the Kissimmee-St. Cloud Convention & Visitors Bureau.

Bartow Seeks Bids from Electricity Suppliers

With a goal of lower electric rates, Bartow city officials recently sent out a request for proposals (RFP) to wholesale electricity suppliers, asking them to submit bids on selling electricity to the city. Bartow city commissioners believe the city can save millions of dollars a year through lower wholesale power costs as a result of the bid process.

"The goal is better rates for our electric customers. If the RFP process provides better rates and allows us to maintain reliable, quality service, then it is a good

thing," said Director of Electric Utilities Alan Hutto.

Currently the city has a wholesale power contract with Florida Power Corp. that is set to expire in November of 1999. Increasing competition in the wholesale power industry has made it possible for any number of suppliers to sell to the city. The city's RFP calls for an energy supplier to begin their contract upon the expiration of the existing contract, and would run for an initial period of five years.

GRU Sales Training Helps Improve Customer Service Skills

"Let's sell GRU," was the message of the recent Business Partners Sales Training Program held at Gainesville Regional Utilities. That is, let's sell GRU's excellent service, reliability and low rates to the utility's commercial customers.

With the sales expertise gained in the training, participants will visit GRU's large commercial customers and convince them to participate in the many programs and services GRU offers through their Business Partners Program. Programs such as the Electric Rate



The training program was created to help employees learn how to reach out to business customers, get to know them and discover how GRU can help local businesses succeed. The utility hopes that these relationships will help them build long-term relationships that will survive a competitive future.

The sales training program was presented to a diverse group of participants, ranging from rank and file employees to managers. The course spanned four days of intensive training, including a full day of simulated sales calls.

Participants learned to identify customers' behavioral types and then tailor presentations to appeal to them. The basic behavioral types include achiever, analytical, amiable and animated personalities.

Discount Program, Commercial Conservation Surveys, the Commercial Lighting Service, Master Billing and the Power Quality Monitoring Program, offer customers better service and lower power costs.

"The program has given 30 employees a better view of GRU the company instead of just knowledge of the specific area in which they work," said Kathy Viehe, GRU's communications director.

Following the training, participants were assigned one or more customers to approach with the Business Partners menu of services. The training process will continue as team members meet each week to discuss their customer contacts and the workings of GRU programs.

Southern Company Executive Predicts Five to 10 Marketers Will Dominate U.S. Energy Scene

A Southern Company official says that only a handful of full-service companies will dominate the North American energy sector as the convergence of electricity and gas moves forward.

"The business will be dominated by five to 10 full-service national players who can offer a full range of commodities," said Andy Lang, vice president of Southern Company Energy Marketing, a joint venture formed last summer by Southern Co. and Vastar Resources and immediately ranked in the top 10 for both gas and power trading.

Lang, who was president and CEO of Vastar's gas and power marketing, said the companies that will control the industry — giants such as Enron, Duke Energy, and PG&E — must have strong trading and marketing capabilities.

Lang also said that a number of them will prefer to focus on regional niches rather than national, with Southern Energy Marketing following that strategy. "The joint venture was not set up to go after mass markets on a national basis," he said. "There are enough other opportunities that national will be something for us to wait and see about."

Southern owns 60 percent of the limited liability partnership to which Vastar, which owns the remaining 40 percent, has committed its production for the next 10 years. As a key part of its North American strategy, Southern recognized it needed wholesale marketing capabilities in order to grow and compete effectively. For Vastar, the joint venture offered an opportunity to monetize its gas production

and exploit its marketing expertise, Lang said, adding that the partnership has worked exceptionally well for both sides. The joint venture ended the year marketing some 30-million MWH of electricity.

In the near future, Lang predicted that the mass (residential) markets will "diverge" from the institutional markets but said questions persist as to whether the consumer is ready, or even wants, choice. Lower prices are what they're really after, he told reporters.

As a result, Southern Energy Marketing is targeting marketers, LDCs, utilities, municipals, co-ops and industrial markers throughout North America. It offers physical and financial products for all energy and energy-linked commodities such as asset

management, coal marketing, pulp and paper trading, weather derivatives, product aggregation and emissions trading, Lang said.

The company is also in the process of adding energy assets through its regional offices across the country to complement its trading and marketing strategy. In addition to its main offices in Houston and Atlanta, the venture has offices in Boston, Ma.; Harrisburg, Pa.; Columbus, Ohio; Dallas, Texas; and Los Angeles and San Francisco, Calif. It employs 284 people and will add 100 more this year, Lang said.

By the year 2000, Lang said the company fully intends to be a top-five marketer in market share and financial performance. "We've not really been a volume chaser," he said. "We go after quality."

State Attorneys General Set Electric Deregulation Guidelines

On January 29, a coalition of State Attorneys General unveiled a series of principles aimed at protecting consumers and businesses as states consider electricity restructuring legislation.

"Ten states, including California, have already passed electric utility deregulation legislation," James Doyle, Wisconsin Attorney General and president of the National

Association of Attorneys General (NAAG) said in a statement.

He and his colleagues identified five key principles to consider as the restructuring debate continues:

- ◆ launch an NAAG consumer protection task force to recommend what type of power can and should be labeled "environmentally friendly";
- ◆ requirements for written authorization to

prevent switching, or "slamming," of utility providers without consent from the consumer;

- ◆ provisions for adequate staff to enforce consumer protection measures;
- ◆ ensure that federal action does not preempt local authority to enforce consumer protection and antitrust laws; and
- ◆ funding for consumer education.



Orimulsion Update

On Feb. 4, following three weeks of testimony, a public hearing on Florida Power & Light Company's (FPL) plans to use the tar-based Venezuelan fuel Orimulsion concluded. The hearing examiner now has 60 days to make his recommendations to Florida Gov. Lawton Chiles and his state cabinet, who will make the final decision on the proposal.

Chiles and the cabinet rejected the Orimulsion plan once, but FPL won a court order forcing the state to reconsider the proposal.

FPL claims that converting its power plant in Manatee County to Orimulsion will reduce electricity rates and cut pollution. But environmentalists and opponents of the plan say the company's estimates of the fuel's benefits are exaggerated and contend that using the fuel could increase atmospheric pollutants. They also believe there is a strong risk of harm to Tampa Bay from a tanker spill and said burning the fuel could increase air pollution.

Seven Words for Times of Crisis

Keeping these seven words in mind can help your utility recover its reputation when your organization comes under media fire, says James Lukaszewski, a reputation management specialist.

Candor — Inform the public of the true nature of the problem, as best you know;

Explanation — Tell the media why the problem occurred and what your utility has learned;

Declaration — Announce the specific steps your utility will take to deal

with the issues and resolve the problem;

Contrition — Express as many of these emotions as called for: regret, empathy and embarrassment.

Consultation — Invire any agencies or their representatives to join you in developing permanent solutions or assisting in other way to resolve the problem.

Restitution — Look for the fast way to pay the problem's price.

From *Communication Briefings*, January 1998 issue.

FPL Group Forms New Company To Oversee Expanding Activities

In mid-January, the parent company of Florida's largest private electric utility, FPL Group, Inc., announced the formation of a new company to oversee its expanding participation in the domestic and international energy business.

The company, FPL Energy, Inc., will include the assets that were formerly part of two FPL Group subsidiaries, ESI Energy and FPL Group International. It also will include the recently announced acquisitions of the generation assets of Central Maine Power Company and two jointly owned power plants in Massachusetts and New Jersey.

Michael W. Yackira was appointed president of FPL Energy. He has served for the past three years as vice

president and chief financial officer of FPL Group, and as senior vice president and CFO of Florida Power & Light Company.

The operation and construction of the non-nuclear generating assets of both Florida Power & Light and FPL Energy will be under the direction of C.O. Woody, president of the power generation division of Florida Power & Light.

Florida Power & Light, the principal subsidiary of FPL Group and one of the nation's largest private electric companies, will continue to be a separate entity with Paul J. Evanson as president.

"This new structure will enable us to more effectively manage our growing interests in electricity markets outside the service territory of our



core Florida business and enable us to focus on our proven skills in generation," said James L. Broadhead, chairman and chief executive officer of FPL Group.

"At the same time, we are continuing to invest heavily in Florida Power & Light," Mr. Broadhead said. "Over the past five years we have invested more than \$3.5 billion in plant and equipment, and we intend to invest at least \$1.7 billion in the next three years. We also will file a new plan this spring with the Florida Public Service Commission to expand generating

capacity in Florida."

FPL Group, Inc. is the holding company for both Florida Power & Light and FPL Energy. Florida Power & Light provides electricity-related services to more than 3.6 million customer accounts in Florida, and has a generating capacity of more than 16,000 megawatts. After the closing of the purchase of Central Maine Power Company's generating assets, FPL Energy will have more than 4,000 megawatts of generating capacity at various domestic and international sites.

NEWS LINES

Top 10 Electricity Traders

Rank	Power Marketer	IOU Parent Co.	2nd Quarter 1997 Sales (No. of million MWH)
1	Enron Power Marketing		37.7
2	Electric Clearinghouse		17.4
3	Vitol Gas & Electric		12.9
4	Duke/Louis Dreyfus	Duke Power Co.	11.2
5	Aquila Power	Aquila Energy Corp.	11.8
6	Southern Energy Inc.	Southern Co.	10.9
7	LG&E Energy Marketing	LG&E Energy Corp.	9.5
8	Illinova Power Marketing	Illinova Corp.	8
9	Engage Energy (formerly Crystal)		7.7
10	PanEnergy Trading		5.8

Data from the Power Marketing Association.

Demand-Side Management Programs: Utilities Shift Focus, Reduce Spending

As electric utilities prepare for increased competition, they are subjecting demand-side management (DSM) programs to careful review. In the search for cost savings, utilities are reassessing approaches to energy conservation and peak load reduction. In many cases electric utilities, especially privately owned ones, are opting to discontinue or reduce the emphasis on these programs.

According to the Energy Information Administration (EIA), 10 large and 40 small electric utilities either discontinued DSM programs or the tracking of program effects in 1996. Overall spending on DSM programs declined from 1995 reported

expenditures by \$519.1 million dollars or 21 percent. Reported five-year projected spending on such programs pointed to a further decline of \$90 million. However, program effects including



energy savings and peak load reductions increased and may continue to increase, the result of utility investments in previous years.

Reporting in "U.S. Electric Utility Demand-Side Management 1996," released this week, EIA found that 1,003 of the 3,199 electric utilities in the United States reported having DSM programs in 1996, compared with 1,053 in 1995. Of these 1,003 electric utilities, 573 are classified as large and 430 as small.

In 1996, the 573 large utilities reported energy savings from DSM programs of 61,842 million kilowatt-hours (kWh), an increase of 4,421-million kWh over 1995. These energy savings represent 2.0 percent of

annual electric sales to ultimate consumers in 1996 of 3,097,810 million kWh.

Actual peak load reductions reported by large utilities in 1996 were 29,893 MW, an increase of 1.1 percent, from 29,561 MW in 1995. These actual peak load reductions are approximately 4 percent of the total peak load in the United States. DSM costs were approximately \$1.9 billion in 1996, a decrease of 21.4 percent. The incremental effects of new programs and new participants in existing programs during the reporting year were 6,844 million kWh in energy savings and 3,689 MW in actual peak load reductions for large utilities.

Nuclear Industry Focuses on Design Advances and Waste Issues

As the 20th century draws to a close, the nuclear energy industry is preparing to usher in its next generation of nuclear power plants.

In the past year, several milestones were achieved. Among the most significant was the certification of two advanced nuclear plant designs by the Nuclear Regulatory Commission (NRC).

The two designs, General Electric's Advanced Boiling Water Reactor (ABWR) and ABB Combustion Engineering's System 80+, were subjected to exhaustive NRC technical review. The NRC pronounced them "robust," noting that they "meet the commission's safety goals by several orders of magnitude." A third design, Westinghouse's AP600, is expected to receive final design approval this year.

With certification, the NRC and the industry have achieved the goals of standardization, safe design and a more predictable licensing

process. Certification is also important in the international nuclear marketplace, where nations with emerging nuclear programs are looking to the United States for leadership in advanced nuclear technology.

The effort to reform the government's nuclear waste management program made significant progress in the past year — both the Senate and the House of Representatives approved versions of the Nuclear Waste Policy Act of 1997. The legislation would require operation of an interim storage facility for used nuclear fuel between 2002 and mid-2003, enabling the Department of Energy (DOE) to meet its obligation to start taking used fuel from nuclear power plants. Pressure on DOE to meet its obligation intensified last year when the U.S. Court of Appeals reaffirmed the agency's unconditional obligation to begin moving the used fuel starting on Jan. 31.

The House of Representatives took nearly three

years to vote on legislation to fix the nation's stalled nuclear waste management program. But once it did, on Oct. 30, reform won big—with a bipartisan and veto-proof 307-120 margin.

The facility, which would open as early as 2002, would enable the Department of Energy to meet its looming obligation to start taking used fuel from nuclear power plants. Without interim storage, DOE would be unable to begin accepting used fuel until 2010, the

most optimistic opening date for a permanent repository at Yucca Mountain in Nevada.

The next step will be the appointment of a conference committee in early 1998 to resolve the differences between H.R. 1270 and the Senate's version of the bill (S.104), which was passed, 65-34, on April 15, 1997. A final vote is expected during the first half of 1998.

From *Nuclear Insight*,
December 97 issue.


In Memoriam

Vernon Silcox, an FMEA board member for nearly two decades, died Feb. 12, 1998, in an automobile accident in his hometown of Starke.

Silcox served as a Starke city commissioner for 22 years, including seven one-

year terms as mayor. He served on the FMEA board of directors from 1981 until 1993, and was admired for his honest and straightforward manner.

He is survived by his wife, Patsy; one son, David; and two grandchildren. **R**



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FEATURE



Revolutionary Microturbines Offer Generation Flexibility

by Deidra L. Jones and Stephanie L. Wolanski
FMEA Communications Staff

The electricity industry is changing rapidly, with the wholesale power market becoming more competitive, and also more innovative. Alternative generation technologies and renewable energy are seeing a resurgence of research and development. On-site or distributed generation such as the fuel-cell is making huge advances in development. Now, a new entry into the distributed generation market offers similar flexibility.

Building upon the success of microturbines used in the aerospace, military and transportation sectors, several manufacturing companies are expanding into the power generation market. Ideal for utilities distributed generation needs, these units promise inexpensive efficiency as well as low operating and maintenance costs.

The microturbine, which is about the size of an industrial refrigeration unit, can be set up anywhere.

Small but Powerful

The microturbine, which is about the size of an industrial refrigeration unit, can be set up anywhere. Like fuel cells, electricity produced from microturbines flows directly to the customer, and does not require the use of transmission lines or substations when used for on-site generation. The microturbine can supply startup power, standby power, off-grid power generation, portable power and can be used in cogeneration situations. Additionally, the units can use many different liquid or gaseous fuels to produce electricity, including unleaded gasoline, diesel fuel, alcohol-based fuels and natural gas.

The tiny microturbines generate 30-200 kW, which could fulfill the electricity demand of commercial utility customers such as grocery stores and hospitals. Both elec-

tric utilities and communities can use the microgenerator to serve outlying or rural areas, or supply power to areas that pose special environmental challenges. Some outlying Florida wetlands or islands could use the units to generate electricity without siting transmission lines that could disturb fragile ecosystems.

EPRI Research Underway

The Electric Power Research Institute (EPRI) is conducting a utility-hosted research project to examine the effects and projected use of microturbine generators by the electric utility industry. EPRI plans to examine microturbine durability, reliability and maintainability.

"These rapidly maturing distributed technologies could bring utilities new growth and business opportunities," says EPRI Project Manager Dan Rastler." The information and strategic perspectives in these reports will be useful to utility strategic planners and corporate business development managers considering opportunities in these microgeneration technologies.

According to EPRI's webpage, the research group sees this technology as one of a number of "strategic opportunities for electric utilities." The group says that distributed generation technologies can be used to help utilities retain existing customers as well as capture new retail markets. EPRI says that these generation options "can present opportunities for utilities and third parties to gain a competitive advantage in the new business environment."

Units Now Available

Two companies, Allied Signal and Capstone Turbine Corporation, have recently introduced microturbine generators, and are marketing the units internationally.

The largest of the two companies, Allied Signal Aerospace, markets their TurboGenerator™ Power Systems as "compact power sources for industrial and automotive

continued on page 17

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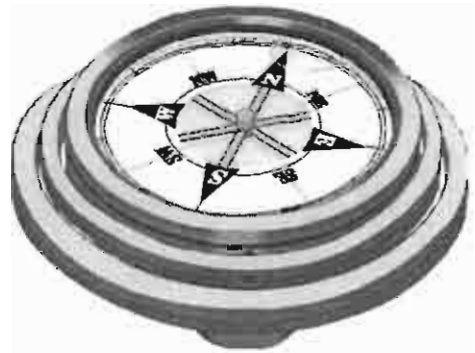
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- ◆ Doug Handley, R.W. Beck, (407) 422-4911



Which way are you heading?

FEATURE

Comparison of Microturbines with Other Generation Technologies

	<i>Microturbine</i>	<i>Large Gas Turbines</i>	<i>Fuel Cells</i>	<i>Solar Cells</i>	<i>Wind Power</i>	<i>Existing Coal Plants</i>
Capacity (kW)	30-200	1,000-50,000	3-2,000	1-100	700-5,000	300,000-400,000
Efficiency	22-30%	21-42%	40-65%	N/A	N/A	32-35%
Cost	\$450-700	\$650-900	\$900-3,000	\$1,000-6,000	\$1,200-1,500	\$900-1,300
Maintenance (per kW)	.3-1.0 cents	.3-.8 cents	.5-1.0 cents	\$8-12 year	\$20-30 year	.5-1.0 cents


applications." According to Allied Signal, the installed first cost of the units can run as low as \$350 per kilowatt and operating costs start at only 3.5 cents/kWh. With suggested maintenance, the units can last in excess of 40,000 hours of operation.

Capstone Turbine Corporation's microturbine system boasts similar benefits. Capstone is currently marketing a 30kW MicroTurbine and is developing a 60-kW stationary power unit, and says it can create "instant


The units boast a combustion efficiency of 99.5 percent.

power plants," up to 2000 kW, by integrating two or more units. Capstone says its unit offers a "unique power management system" with remote control and monitoring.

Both companies say that their units use a permanent-magnetic generator with air bearings that eliminate the need for an oil-based lubrication system, with a power generating system that has just one moving part. This design practically eliminates maintenance demands while increasing reliability, creating quiet operation, lowering vibrations and reducing the cost when compared to conventional gas turbine or spark-ignition engines. The units boast a combustion efficiency of 99.5 percent. **R**



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POWER PULSE



FMPA Celebrates 20th Anniversary

by Mark McCain
Manager of Public Relations

This month marks the dawn of a new decade for the Florida Municipal Power Agency. FMPA turned 20 years old on Feb. 24, 1998, the anniversary of its first meeting.

Much has been accomplished during the Agency's first two decades. FMPA started humbly enough with no staff, no office, no projects, no revenues and no assets.

Forming the Agency

In 1975, 10 municipal electric systems were each negotiating for an ownership interest in Crystal River Unit 3, a nuclear plant owned and operated by Florida Power Corporation. A few of the systems were represented by Charlie Shreve, executive vice president of the Florida Municipal Utilities Association (FMUA). (Later, its name was changed to the Florida Municipal Electric Association.)

According to Shreve, it was that experience, more than any other, which precipitated the vision that one entity should coordinate the power supply needs of Florida's municipal utilities.

In Florida, the legislature had already enacted a law which authorized local governmental units to cooperate with one another on the basis of mutual advantage. So, with assistance from FMUA, an organizational committee was formed in the summer of 1977 to establish the structure for a joint action agency.

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

The committee discussed four areas of responsibility for FMPA:

- ◆ Purchase and acquisition of electricity inside or outside the state.
- ◆ Transmission or arrangements for transmission of electricity among members.
- ◆ Ownership, operation or participation in the joint operation of electrical generation and transmission facilities.
- ◆ Acquisition of rights to fuels, mines, wells, pipelines and other facilities related to fuel supply.

The first official meeting was held Feb. 24, 1978, five months after the initial organizational meeting. At that time, 23 municipal electric systems had signed the interlocal agreement to form FMPA. In the following two months, three additional cities joined, bringing the total to 26.

With the membership in place, the group began a comprehensive study of power supply alternatives. One year after the Agency's initial meeting, approximately 30 potential projects had been identified. Then, with a \$2.5 million interim loan, the Agency commissioned additional feasibility studies to develop its first power supply project.



CELEBRATING 20 YEARS



FMPA Today

Today, the agency has 27 members, a staff of 40, a 12,000-square-foot office building, five power supply projects serving 30 percent of its members' power needs, a pooled loan project, 11 service projects, annual revenues of \$200 million and assets of \$1 billion.

Along the way, its All-Requirements Project has saved more than \$128 million for its members during 11 years of operation. It has set the standard for low wholesale power costs in Florida. And it has been a catalyst for competition at the wholesale level in the state.

Above all, the most important accomplishment remains that 27 members with individual interests have worked together successfully for their mutual benefit. **R**

WASHINGTON REPORT



Reliability

by Robert Varela
Editor, *APPA Public Power Weekly*

The changes occurring in the electricity industry have led the North American Electric Reliability Council (NERC) to sound warnings on reliability in two recent assessments of the reliability of bulk electric systems in North America. The rapidly evolving energy market has increased flows on transmission systems, NERC noted in its 1997-98 Winter Assessment. The reliability council warned that some key facilities are expected to be heavily loaded quite frequently and may require use of special operating procedures, including curtailment of electricity transfers.

Unusual conditions threaten to exacerbate the reliability problems in some areas, NERC added. The council cited the ongoing nuclear plant outages in parts of Illinois and Wisconsin and the New England area; record water-storage levels in the north central states and above-normal storage levels in the Pacific Northwest (which will increase hydro output and likely contribute to abnormally high transmission system loadings); and the breakdown in coal delivery by "some railroads" (i.e., the Union Pacific) that seriously reduced on-site stockpiles at some generating plants in Texas and the Southeast.

Perhaps the key lesson from this litany of unusual circumstances is, to borrow a phrase from an old *Saturday Night Live* character, "it's always something."

The move to competition can be expected to put other pressures on reliability. Marketing has never gone hand-in-hand with many of the old-fashioned virtues, such as patience, generosity, frugality and charity. And reliability is another virtue with which the competitive marketplace has an uneasy relationship, at best. On the one hand, competition should improve service (which presumably should include reliability). But on the other hand, pricing competition can put the squeeze on maintenance schedules and budgets. Toss in sudden, wrenching change on an industry-wide scale and the complexity of a transmission grid, and the uneasiness increases exponentially.

The growing number and types of economic transactions among competitors with significant lingering market power bring to the surface natural tendencies to undermine

system reliability. These tendencies include wariness to coordinate operations, hoarding of critical outage and scheduling information, lowering of reserve margins, stretching out maintenance programs, layoffs of personnel and closings of offices, and a focus on the short run that can threaten planning and construction of common network facilities needed in the future.

"One of the more insidious effects of the evolving electric industry is the loss of the integrated planning process that was embedded in the traditional integrated utilities," NERC said in its Reliability Assessment 1997-2006. "Currently, there is sufficient capacity and energy to serve all customers most of the time, but in the not-too-distant future, adequate capacity may not be available to serve all customers at the highest demand times for electricity."

Independent system operators and regional transmission groups could solve such problems on the transmission side, but there is no clear responsibility for ensuring that adequate generating resources are planned within a given area, NERC said in its assessment. The key will be whether the market generates price signals soon enough (and whether they are understood in time) to accommodate lead times for licensing and constructing new generation.

Accountability for construction of new generation is not the only problem involving accountability when it comes to reliability. A real-time accountability gap can exist, as APPA Deputy Executive Director Dave Penn told the National Association of Attorneys General. Suppose a supplier fails to meet a schedule of power into a utility to cover a customer's peak demand. Given the existing design of the system, the utility will cover the customer's load, but with higher priced power. But the existing design of the system does not permit operational accountability — the utility will not know how much load it covered for other suppliers, and the supplier will not know the price that it owes the utility. "There is fertile ground here for dispute," Penn noted.

Fertile ground for dispute appears to be a real under-
continued on page 20

WASHINGTON REPORT

statement. Take a look at some of the more than 100 outfits that signed up to supply power in California. For a fee, Boston-Finney will set anyone up as an "independent distributor" or "account executive." Then there's Commonwealth Energy Corp., which boasted of hiring 20 telemarketers in a single week in September.

And those are the ones who signed up with the California Public Utilities Commission. Public power utilities need to get involved to help ward off at least some of these potential reliability problems. At the transmission system level, that means getting involved with the standards-

setting process at NERC to ensure that the rules of the road are not written to favor the owners of the roads. Public power also needs to work to promote the formation of truly independent regional system operators. At the retail level, municipal utilities should start working now on some form of precertification and bonding to help weed out fly-by-night operators, either by local regulation or by lobbying for state action.

Old-fashioned virtues are not to be taken for granted. They require hard work and constant vigilance to maintain. **R**



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FOCUS



PSC Commissioners Appointed

by Deidra L. Jones
FMEA Communications Specialist

Governor Lawton Chiles recently appointed Ennis Leon Jacobs, Jr. and reappointed Joe Garcia to serve as Commissioners on the Florida Public Service Commission (PSC).

Commissioner Ennis Leon Jacobs, Jr.



Commissioner Jacobs

The newest member of the commission, Ennis Leon Jacobs, Jr., was appointed by the Governor to a four-year term beginning January 1998. Jacobs replaces Commissioner Diane Kiesling, who had served as a commissioner since 1993.

Prior to his appointment to the commission, Jacobs served as a staff attorney for the state House of Representatives' Committees on Tourism and Economic Development,

Insurance and Financial Services, where he authored reforms to the state's minority business enterprise programs, and managed health insurance and workers' compensation issues. He was a member of the Florida Senate Committee on Reapportionment addressing redistricting issues, which involved support of court appeals of the political districts up through the U.S. Supreme Court.

Jacobs, who formerly served as counsel to the PSC staff and as a litigator of administrative proceedings, said he first realized the agency's power when he was reviewing a small water utility's request for higher rates. The company's service was awful, he said.

"Seeing these poor people who lived in a trailer park, and seeing what impact our recommendation would have, changed my whole viewpoint of what the commission was all about, he said. The staff could not block the rate increase but forced the company to upgrade its service.

Jacobs is a member of the Florida Bar. He received a Bachelor of Technology degree from Florida A&M University, and his Juris Doctor degree from the Florida State University College of Law.

Commissioner Joe Garcia



Commissioner Garcia

Commissioner Joe Garcia of Miami was reappointed to serve a second term on the Commission. Garcia was first appointed to the commission in August of 1994, to complete a term ending in January of 1998.

Prior to his appointment, Commissioner Garcia served as executive director of the Cuban Exodus Relief Fund, the Cuban American National Foundation's private sector resettlement program. Currently as commissioner, he serves on the National Association of Regulatory Commissioners (NAEUC) Committee on International Relations and the board of the Department of Energy's National Electromagnetic Fields Advisory Committee. **R**

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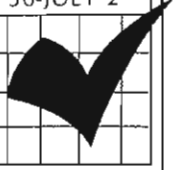
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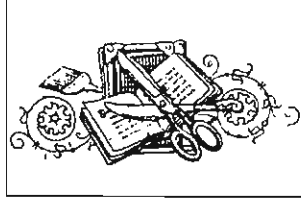
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The Kissimmee Utility Authority is seeking a qualified candidate for the position of Relay Technician. Primary responsibility will be to perform highly advanced technical and electrical work involving the calibration, testing, repair and troubleshooting of protective relays and related

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Request for Information

The Town of Havana is seeking information from any city that has outsourced services such as meter reading, utility billing, distribution system maintenance, payroll, accounts payable, etc. Please contact Susan Freiden or Anne Bert, (850) 539-6493; e-mail: havana@tlh.td.net.

TRAINING & PUBLICATIONS

Energy Central Newsletter Details RFPs
As a way to bring greater access of energy products to utility companies, Energy Central recently created a new RFP newsletter and Alert service, which allows utility professionals the ability to post their RFPs for free to reach suppliers of electricity power generation, equipment, gas and coal.

The bi-weekly newsletter, *RFP Watch*, provides an efficient means of introducing utilities' RFPs and RFQs to a targeted market of industry professionals. The RFP Alert service delivers time-sensitive RFPs daily to the same targeted group, allowing RFP issuers the opportunity to increase the

number of suppliers who bid on RFPs.

Utilities that subscribe to the RFP service receive the following features:

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 - ◆ Confidentiality protection.
- "We overcame the confidentiality concern by offering issuers the option of a secure listing, where respondents contact

us and we, in turn, forward the information onto the issuer," said managing editor for Energy Central's RFP watch Barbara Drazga.

For more information about the RFP Watch Newsletter, or the RFP Alert Service, contact Barbara Drazga, (303) 782-5510, e-mail: bdrazga@energycentral.com.

For subscription information, e-mail: sales@energycentral.com.

Retail Access Conference Planned for April

A two-day conference titled "Successfully Implementing Retail Access" is planned for April 27-28, 1998 at the Watergate Hotel in Washington, D.C.

OPPORTUNITIES

Sponsored by IBC Group, the conference will detail recent deregulation experiments and provide first-hand experiences.

Other topics will include:

◆ Developing necessary infrastructure to facilitate choice while minimizing costs and resource impacts;

◆ Assessing load profiling, alternative load estimation and reconciliation methods; and

◆ Examining ways to redesign utility procedures to support rerail access.

For more information, contact IBC USA at (508) 481-6400; e-mail: reg@ibcusa.com.

Consumer Federation Assembly Set for Late March

The 1998 Consumer Assembly, the official meeting of the Consumer Federation of America, will be held March 19-20 at the Washington Plaza Hotel in Washington, D.C. Themed "Consumers in an Era of Change," the meeting will include sessions such as: "Regulatory Reform: Is it Needed?" the "EPA's Consumer Agenda" and "Ensuring that Consumers Benefit from Electricity Restructuring." The cost per attendee is only \$100 per person for local

government representatives. On-site registration is available. For more information contact the Consumer Federation of America, (202) 387-6121.

Communications Conference Set for May

Lawrence Ragan Communications, Inc. is presenting their 7th Annual Corporate Communications Conference from May 6-8 at the Fairmont Hotel in Chicago. The conference will offer eight half-day workshops and over 60 workshop sessions that help participants hone their communications' techniques. Topics include how to master the essentials of a great story: leads, transitions, and quotes; and how to take charge of the corporate intranet. In addition, the conference will provide tips on how to improve morale and productivity within communications teams while showing how to bring out your employees' talents.

The fee for the conference is \$695 for one participant. Pre- and post-conference fees are \$395 for one participant for each seminar or \$295 if attending the conference. For more information call (800) 878-5331 or (312) 335-0037.

Lineman's and Cableman's Reference Handbook Available

The 9th edition of *The Lineman's and Cableman's Handbook* is packed with techniques every line worker should know to safely and efficiently install, maintain and repair overhead and underground electrical power lines.

The book provides easy step-by-step solutions to hundreds of electrical transmission problems that may arise during the workday. Topics include maintenance of transmission and distribution lines, erecting and setting poles, safety rules and much more. For more information call (800) 2-MCGRAW.

Coaching and Teambuilding for Managers and Supervisors

SkillPath Seminars is presenting a one-day workshop entitled "Coaching and Teambuilding Skills for Managers and Supervisors" in Gainesville on May 19 and Jacksonville on May 18. This one-day workshop is designed to give supervisors the opportunity to gain teambuilding expertise, build people skills, improve technical skills, and will make your team cohesive, more motivated and more productive.

Workshop participants will learn how to inspire people to go the extra mile, to create an environment of caring cooperation, and to lead meetings that stay on track and move everyone to action. The workshop fee is \$195 per person. For more information call (800) 873-7545.

1997 Energy & Environmental Industry Survey Available

The 1997 Energy & Environmental Industry Survey provides information about other utility professionals experiences with utility rebates and demand-side management programs, cogeneration and other important energy topics. Compiled by Ruth M. Bennet, the book provides responses from over 700 energy and environmental professionals on topics dealing with energy services, cogeneration, and includes salary survey data. The publication is designed to help professionals gauge the current status of energy and environmental issues in the industry.

For more information, or for a 15-day free trial, call (770) 925-9558. **R**

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O F F I C E S N A T I O N W I D E



CALENDAR

1998	
March	
24-25	FMEA Legislative and Regulatory Meetings and Rally Ramada Inn-North, Tallahassee
25	FMEA Legislative Reception Governors Club, Tallahassee
26	Effective Public Speaking Workshop Ramada Inn-North, Tallahassee
31-April 1	Theft of Services Investigator Training Sheraton World Resort, Orlando
April	
22	FMEA Enhancing Your Public Image Workshop, Gainesville
May	
12	FMEA Safety Committee Meeting OUC Gardenia C.S. Center
13	FMEA Safety Workshop and Exhibit Holiday Inn Central Park, Orlando
13	FMEA E&O Mid-Year Workshop Holiday Inn Central Park, Orlando
20	FMEA ECCS Mid-Year Workshop Gardenia Center, Orlando Utilities Commission
June	
4-5	Florida Association of Electric Utility Trainers 10th Annual Conference Holiday Inn- Gulf Side, Key West
16-19	Southeastern Utilities Revenue Protection Association Holiday Inn-International Drive, Orlando
30-July 2	FMEA-FMPA Annual Conference Ritz-Carlton Hotel, Amelia Island
July	
15	FMEA Enhancing Your Public Image Workshop, Orlando
September	
16	FMEA Enhancing Your Public Image Workshop, Key West
October	
15	Florida Association of Electric Utility Trainers Meeting, Orlando
November	
16-18	FMEA Energy Connections Workshop and Trade Show, Hyatt-Orlando Hotel, Kissimmee

FMEA General Information

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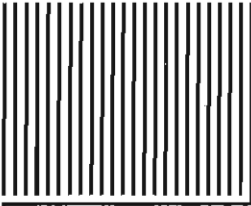
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