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THE OFFICIAL PUBLICATION OF THE FLORIDA MUNICIPAL ELECTRIC ASSOCIATION, INC.

January/February 1999



Energy Connections Workshop Highlights



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January/February 1999



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OHM PAGE



Barry J. Moline
FMEA Executive Director

It's Not On My Birth Certificate

I was cleaning out a file cabinet at home recently and came across my birth certificate. It had the usual information — name, date, parents, location, and even legitimacy (yes!).

My wife jokingly asked “Does it say anywhere on there that you work at an association?”

“Of course not,” I responded.

“Well how do you know what you're supposed to do with your life?” she mused. “After all, it is your birth certificate — your admission to life.”

Deep thoughts. Here's more.

It doesn't say anywhere on the certificate about obeying the laws of the land. It doesn't have any job descriptions. It doesn't even have rules of the road for driving! How am I — how is anyone — supposed to live without being told the rules?

Our jobs involve much more than a piece of paper can describe. Take a look at your job description. I doubt that it's so narrow and specific that you perform only those tasks that are written. Conversely, it may be so broad that it seems to encompass everything that comes down the road.

Specific tasks and broad responsibilities come together under our organizations' values. What are yours? Teamwork? Service? Quality? Respect? No matter what your role is in your company, values are the glue that keeps everyone together. Values tell us not what to do, but how to do it. For example, it is imperative for everyone in the company to treat each other, and

*Specific tasks and broad
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What are yours? Teamwork?
Service? Quality? Respect?*

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Values tell us not what to do,
but how to do it.*

customers, with respect. It doesn't matter if you're the general manager, a customer service representative or a lineworker. The same is true with quality. You know an organization's values are working when you see them in action.

When you go to Publix and the produce manager treats you professionally, your impression of the supermarket is elevated a bit. You enjoy shopping there. You'll probably come back again. If the server at Applebee's is curt, your impression of the restaurant is that it's a place where rude people work. Next time you're looking for a place to eat, you might try Chili's. From the perspective of the customer, the produce manager and restaurant server are the organization.

Likewise, you are your organization.

“But wait a minute,” you might ask. “That's the job of the board, council, commission, and general manager. My job is to show up on time and clear out my in-box!”

How many of us were around when Moses delivered the Ten Commandments? When the Bill of Rights was signed? When the Golden Rule was penned? Yet we still accept them as guiding principles.

So why not accept and promote our organization's values?

It may not be on your birth certificate. It may not be in your job description. But each of us must give life to our organizations' values. Everyone — the public included — needs to know that we take responsibility for their interaction with our company. After all, you are the company. **R**

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NEWS LINES



Bushnell's Downtown Goes Uptown

The city of Bushnell, one of Florida's smallest public power communities, has a new uptown look to its downtown area.

The city of Bushnell recently completed the redesign and construction of six blocks of its downtown area, hoping to create an idyllic look and feel for its downtown. The new downtown area includes decorative lighting, sidewalk benches and stylish brick and concrete walkways along a

colonnade-like street leading up to the Sumter County Courthouse. Construction on the project began in 1996.

Bushnell's redesign, which included its largest underground electric distribution project to date, was done through the city's Downtown Revitalization Project. The project consisted of placing all electrical equipment underground, including water, electric and a telecom system. The underground telecom

system will allow the city to make hightech upgrades in the future.

The project included reconstructing city streets (see photo) and sidewalks and adding additional parking spaces. Thirty decorative street lights, matching the court house's early 20th Century design, line Bushnell's main thoroughfare. Brick-inlaid sidewalks and an abundance of greenery add to the city's appeal.

"We are proud of the project because it adds to the hometown feel that Bushnell carries. It also gives our employees a sense of pride because they were among the main contributors," said Joan Fontana, utility & customer

services representative.

Bushnell electric employees were responsible for doing all of the underground electric work for the project. Outside contractors were hired to redo the sidewalks, stormwater pipes and brick paving.

Joy Coleman, Bushnell's city clerk said, "I think that we have come up with a great redesign for the downtown area and a pleasant community feel for Bushnell residents."

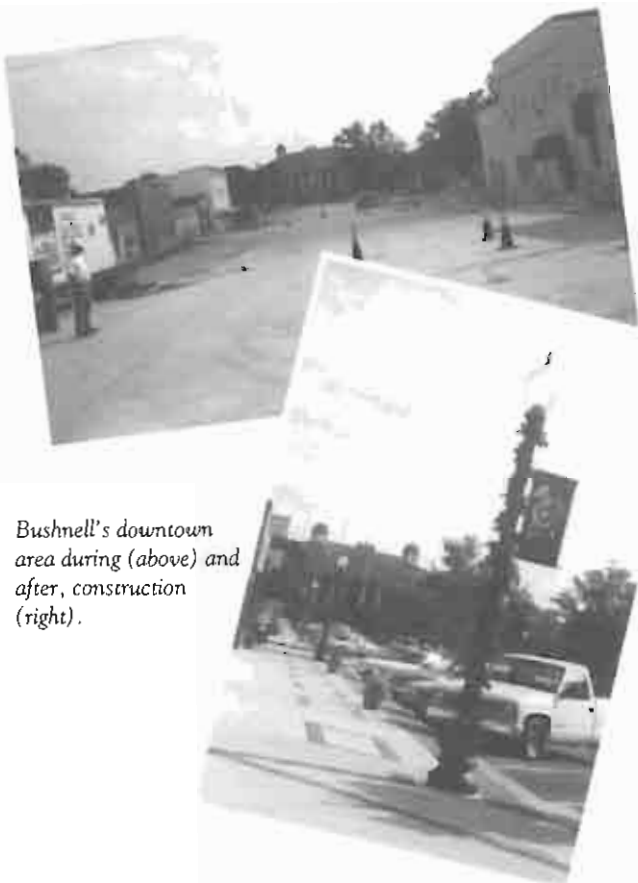
Completed in October 1998, the Downtown Revitalization Project was funded in part with a \$500,000 Community Development Block Grant, with \$200,000 provided by the City of Bushnell.

Amway Expands Energy Collaboration

Following on the heels of a successful launch in Georgia, Amway Corp. and Columbia Energy are expanding their retail energy marketing collaboration to a second state: Ohio.

Beginning in January, distributors for Amway, a leader in the direct selling industry, will be marketing Columbia Energy's natural gas service to Ohio consumers, raising to 2.5 million the number of residential consumers to whom the new service is now available in both states.

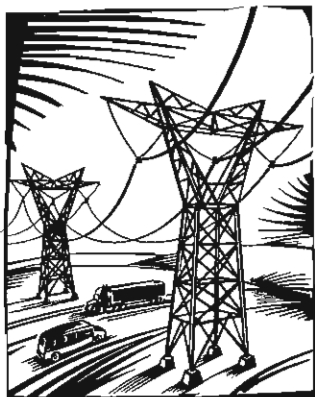
In October, Amway joined forces with Columbia Energy, a subsidiary of Columbia Energy Group, one of the nation's leading energy companies, to bring the benefits of electricity and natural gas deregulation to the average consumer. Together, the companies plan eventually to market Columbia Energy's natural gas and electricity services to homeowners and small businesses nationwide, expanding the program as deregulation permits.



Bushnell's downtown area during (above) and after, construction (right).

Constellation Power Aims for Florida Market

Another out-of-state power company has set its sights on profiting in Florida's growing market for electricity, even though it plans to operate only 10 percent of the year, during extremely hot and cold weather, according to a *St. Petersburg Times* article.



Forecasts show demand in Florida increasing by 8,000 megawatts over the next 10 years.

Constellation Power Inc., a subsidiary of the Baltimore Gas and Electric Co., has announced that it is in the early stages of developing a large, 850-megawatt (MW) facility near Cocoa in Brevard County. The company is expected to invest about \$200-million in the project. So far, it has bought options on about 40 acres near Cocoa and plans to file applications for environmental permits.

Because combustion turbines are inefficient and expensive to operate, Constellation plans to run them less than 10 percent of the year. But utilities will

pay a premium for the power to protect their reliability, said Rick Wolfinger, Constellation's manager of the Oleander project.

Constellation has already begun applying for local and state permits.

"Several new capacity additions have been announced in Florida," said Wolfinger, "but few have been for peaking power."

The project would not be subject to some state regulations that guide new power plant construction, which improves its chances of being completed by the company's scheduled date of 2001. Because of this, the Constellation project, along with New Smyrna Beach's proposed Duke Power merchant plant project, has received major opposition from several fronts, including the state's private power companies.

Constellation and Duke say their plans have been stymied by archaic regulations and the collective muscle of the state's utilities. "The investor-owned utilities are very tough down here," Wolfinger said.

While Florida's power companies still loom as a major obstacle, Constellation says its proposal would be exempt from the state's power plant laws. The company, based in Baltimore, has invested \$2.8-billion in 34 energy projects in the United States and Latin America.

In Florida, the company plans to buy five combustion turbines, which burn a mix of natural gas and air to generate electricity. Because they will not utilize steam to turn turbines, Constellation bypasses a significant regulatory obstacle that Duke is trying to leap.

Duke's project includes a large steam element and therefore must be approved by the Florida Public Service Commission.

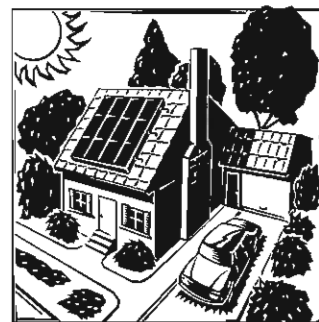
Reprinted in part from *St. Petersburg Times*, Nov. 17, 1998.

Solar Group Says Government Should Increase It's Use of Renewable Energy

Anned with a new study that shows Americans favor having the federal government use more renewable energy, such as solar- or wind-generated power, the American Solar Energy Society is marching on Capitol Hill. The group's goal is to convince Congress and the president to increase federal government spending on renewable energy.

According to the study, the federal government spends \$8 billion a year on energy, including \$3.5 billion for electricity. The society claims that relying on renewable forms of energy to supply one-half of 1 percent of the government's power needs next year "could prevent 51,000 metric tons of carbon emissions from polluting the air."

"Polls show that the public supports the use of renewable energy," says Larry Sherwood, executive director of the American



Solar Energy Society.

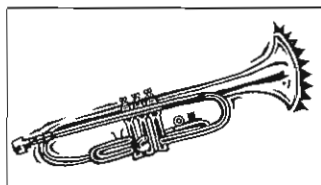
The society is urging Congress to give federal agencies the authority to purchase "green power" and renewable energy technologies. At the same time, the group is urging President Clinton to make the purchase of renewable energy a priority for the executive branch. The poll was conducted by Research/Strategy/Management Inc. of Rockville, Md., and reflects interviews with 1,003 registered voters between Sept. 22-28.

From *Utility Business*, November 1998 issue.

Learning to Lead

According to Jeffrey Christian, CEO of the executive management company Christian & Timbers, much is expected of leaders. Christian says leaders must have strong management skills, industry and business experience, and lasting relationships with customers, board members, colleagues and peers. In order to learn how to lead, Christian suggests individuals strive to master the following objectives:

- ◆ Develop a reputation for building, growing and turning things around.
- ◆ Always produce results. Tackle tough projects, take risks and work long hours to produce noticeable results.
- ◆ Be a solution provider, not a complainer. If there is a problem, don't dwell on the negatives. Propose ways to solve it.
- ◆ Always bring new ideas



to meetings. Propose new strategies and processes to improve your department and company. Be prepared to discuss not only the benefits and opportunities, but also the dangers and consequences of your proposal.

- ◆ Understand sales and marketing. Cultivate the skills needed to understand the business ramifications of developing new products, including the costs, details, feasibility and marketability.
- ◆ Manage your time. Don't waste time and don't let others waste it, either.
- ◆ Develop relationships — and the communication skills that make them

possible — with key people within and outside the company.

Christian also noted objectives for building relationships. They are:

- ◆ Always have a mentor. Observe and study how he or she leads and makes decisions.
- ◆ Stick with the winners and you will learn how to be one yourself.
- ◆ Motivate others.
- ◆ Stay informed. Teach the people who work for you to keep you apprised of what is happening in each department.
- ◆ Be customer-centric. By developing strong relationships with customers and listening to their goals, you can anticipate the next technological opportunity — or logjam — and help transform it into profitable products and services.

To be a leader, you also

need to be the resident expert in your industry and understand the operations of your business. To become an industry expert, Christian says to make career choices that give you broad industry and overall business knowledge.

- ◆ Craft strategies and articulate visions. Strategically become the person others come to for answers.
- ◆ Know your industry. Understand your competition and bring in new ideas from other companies. Study market trends and predictions.
- ◆ Understand project management.

Above, all, Christian advises, keep your eye on the big picture.

From *Beyond Computing*, November/December 1998 issue.

Starke's Bill Weldon Retires

After more than 40 years in the electric utility industry, Bill Weldon retired in late November from the City of Starke's Utilities Department.

Weldon served as Starke's utility director for 15 years. He was instrumental in upgrading city substations, and played an important role in getting Starke to join the Florida Municipal Power Agency's All-Requirements Project.

"Being able to provide the most reliable service at the cheapest possible cost is a challenge I've enjoyed," said Weldon. "As I leave it is my hope that the system is in better shape when I left than when I came."

As city operations and utilities director, Weldon was responsible for the day-to-day operations of the electric department. He was also responsible for finding new ways to improve

customer service and lower costs. Before joining Starke's utility department, Weldon served as chief system load dispatcher for Gainesville for 28 years.

Weldon, 66, plans to spend his retirement developing his antiques business, which features Pre-World War I German dishes. He also plans to spend time restoring his 1974 Corvette.

Weldon has received numerous awards throughout

his career including the 1996 FMEA Member of the Year Award. Additionally, he has won a number of personal achievement and community awards.

When asked what he will miss about the electric business, Weldon said. "I will miss my involvement in furthering the public power cause," said Weldon. "I've been involved so long it will always be a part of me."

NEWS LINES

FPL-PSC Equity Agreement Challenged

A previously announced agreement to lower Florida Power & Light Company's (FPL) return on equity (ROE) and cap its equity ratio has been challenged in a filing at the Florida Public Service Commission (PSC). A motion seeking a public hearing was filed by four intervenors with the

point from 12 percent to 11.2 percent and to cap its equity ratio at 55.83 percent through the year 2000. The agreement was reached in response to a commission directive that FPL and PSC staff negotiated to determine appropriate levels of the two financial measures for FPL.

"We are disappointed that our agreement cannot

customers and shareholders. FPL had hoped to avoid a prolonged and costly public hearing process. We are reviewing the filing to determine our next course of action."

The agreement would establish a return on equity range of 10.2 percent to 12.2 percent, with 11.2 percent as the midpoint. The previous range, approved in 1993, was 11 to 13 percent. FPL's equity ratio is defined as common equity divided by total capital, which includes common equity, preferred stock, long-term debt, short-term debt and certain purchased power obligations.

The return on equity approved by the PSC represents the maximum that Florida Power & Light Company is allowed to earn, but is not guaranteed. FPL

officials say that the agreement would not affect the price customers pay for electricity, but would slightly lower FPL earnings in 1999.

"An appropriate return on equity and equity ratio are important because FPL will spend more than \$2 billion on power plants and other facilities during the 1999-2001 period to accommodate Florida's population growth," Mr. Evanson said. "We are committed to achieving this expansion without raising rates to our customers."

Florida Power & Light is the principal subsidiary of FPL Group Inc., and has annual revenues of more than \$6 billion. The company serves 3.7 million customer accounts in Florida.

For more information, visit these websites:

FPL: www.fpl.com.

and

PSC: www2.scri.net/psc/dockets/electric.html

commission clerk's office before close of business as the 21-day protest period ended.

On Dec. 1, 1998, the PSC approved an agreement to lower FPL's ROE mid-

become effective immediately," FPL President Paul Evanson said. "We believe the agreement, which was unanimously approved by the commission, provides significant benefits to our

PSC Approves "I Don't Care" Telecom Company

The next time a telephone marketer asks you what long distance provider you prefer, you may want to watch your words.

Last September, Texas-based KTNT Communications, Inc. was granted a certificate to operate as a long distance carrier in Florida using the names: "It Doesn't Matter" and "I Don't Care." Along with the authority to use those names, KTNT will be subject to close scrutiny, according to commissioners approving the company's application.

"Should they even begin to be deceptive, we will



come after them," said Commissioner Susan Clark.

The PSC's legal staff recommended approving the applications because it lacked any legal basis for rejecting KTNT's proposed use of the names. The company plans to initially handle operator-assisted

calls. The Commission currently has a cap for operator services, although there is a pending rule revision to modify these rates.

In testimony before commission staff, the company agreed that anyone using its services under the

names "I Don't Know" or "It Doesn't Matter" will receive two indications from local exchange operators that the phrases will link them to KTNT before a connection is made.

From the *PSC Agenda*,
October 1998 issue.

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GRU Named Best Water System in the State

The American Water Works Association has recognized Gainesville Regional Utilities' (GRU) Water Distribution System as the best in the state. The community's water distribution system provides the citizens of Gainesville with the safest and highest quality water available.

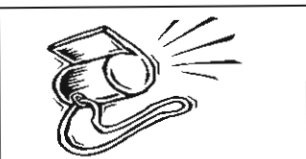
The employees at GRU's Murphree Water Treatment plant shared in the pride of this achievement, as they provide treatment and water quality control.

Six criteria were used in determining the award recipient: water quality, operation records, maintenance, professionalism, safety and emergency preparedness.

The award was presented at the AWWA State Conference in Orlando. GRU's Eric Mott, Manager of the Water Distribution Department, accepted the award.

In accepting the award, Mott said, "This award was earned by all the Water Distribution employees who work to ensure water quality and water safety for the citizens of Gainesville."

From *Utility Line*, December 1998 issue.



Washington Municipal Offers Cable-TV Internet Access

Residents of Tacoma, Wash., can now surf the Internet via their televisions. Tacoma's municipal electric utility is offering a new Internet and e-mail service through Click! Network, its cable television department, which uses cable lines to access the Internet.

Click! Network is offering the Internet service, called WorldGate, to its cable television customers for only \$7.50 a month, plus \$1.50 a month for an optional keyboard.

"Many people do not want to spend \$2,000 or \$3,000 for a computer," said Cyndi Wikstorm, Click! marketing manager. "But they may want Internet access or the ability to send and read e-mail. People who do have computers may use WorldGate as an alternate

Internet access so that they can free up their computer for other uses such as word processing." The new Internet service also gives customers low-cost economical Internet access that will not tie up their telephone lines, she said.

The WorldGate system uses the Click! Network cable, not telephone lines, to connect to the Internet. Customers use a special wireless WorldGate keyboard or their remote control to direct their Internet activity through the same set-top receiver they use for cable television.

The system "is somewhat limited in that you cannot print and you cannot attach files," said Diane Lachel, government and community relations manager for Click! Network. "But you can surf

the Net and you can do e-mail." And customers can opt to explore the Internet using their TV remote control, so "there's no tether to the box," she said.

The service features:

- ◆ unlimited access to the Internet;
- ◆ the ability to switch instantly from a TV program to that program's World Wide Web Site;
- ◆ access to the Internet at 128 Kilobites per second, or four times faster than can be done through a typical telephone modem;
- ◆ a parental control feature for limiting access to web sites; and
- ◆ e-mail boxes for up to six family members on one account. **R**

From *Public Power Weekly*, Nov. 30, 1998 issue.

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FEATURE



New Smyrna Beach Implements Green Pricing Program

One of the most aggressive renewable energy resource programs in the state is being undertaken by one of Florida's public power communities. The Utilities Commission, City of New Smyrna Beach (UCNSB) and the Legal Environmental Assistance Foundation, Inc. (LEAF) have signed an agreement to promote and implement a green pricing program, design and construct a minimum of 150 kW solar photovoltaic (PV) generation facilities and explore other renewable resources such as fuel cells.

The PV facilities are planned to be constructed at local schools, government buildings and residential homes. Facilities located at local schools and government buildings will be funded by the green pricing program, grant money, and the UC. The residential program will be funded by the UCNSB, residents, and grant money. The UCNSB will utilize the excess energy from the projects during peak loads to reduce the need for future generation.

The Legal Environmental Assistance Foundation (LEAF) has agreed to assist the UCNSB in promoting its solar electric program and the opportunity for "green pricing" to customers. Green pricing offers utility customers the opportunity to purchase electricity from clean renewable energy resources like solar PV (photovoltaics). LEAF will work cooperatively with the UCNSB in marketing and public education, and the Florida Solar Energy Center (FSEC) will be providing technical support services as well as grant money for client installations.

"We are extremely excited about this agreement," said Ronald L. Vaden, Utilities Director. "This partnership benefits the three companies today and in the future. We are strongly committed to protecting our environment and to being a pioneer in the development of photovoltaic options in the State of Florida. Renewable sources of energy are an important part of any business plan for the future and this project will benefit UCNSB by helping us reduce our peak load and increasing our generation capacity."

A September 1998 UCNSB customer opinion survey indicated that 23.6 percent of the respondents were interested in participating in a renewable energy program. "We are anxious to provide services that are of interest to our customers," said

Vaden. "If renewable energy is what customers want, we will provide it, and we will also provide the means to finance the installations."

In addition to funding part of the energy charge, the Commission will provide low interest loans for customer installations.

"LEAF is looking forward to helping promote the solar effort and is very pleased to be able to work with an electric utility that is as forward-looking as UCNSB," said Gail Kamaras, Director of LEAF's energy program. "The proposed solar electric program is exciting and offers a model for the rest of the state."

"UCNSB's program is a major leap forward for renewable energy in Florida," noted Kamaras. While Utilities in other states have moved into offering electric consumers green power, Florida has lagged behind with only small pilot projects so far.

Gainesville is the only other utility doing a customer-supported solar energy project with a 10-kW array. FPL with 3.2 million customers, has offered only a 10-kW pilot green pricing contribution project with no guarantee of continuing it beyond the original 3 year plan.

The Florida Solar Energy Center has agreed to partner with the Commission to provide technical support and training for the project. They will also provide grant money towards the green pricing.

"We are very excited about this project" said Gerard G. Ventre, Ph.D. P.E., Director of Photovoltaics and Advanced Technologies Division of the Florida Solar Energy Center. "Our goal is research and obtaining data which will help us provide a realistic assessment of the value of distributed generation of electricity using photovoltaic technology for Florida utilities."

The three companies agree that providing Florida customers with more freedom of choice and fewer constraints in using solar energy systems is a major objective. Another objective is helping municipal utilities bridge the cost gap between current and future electric energy production and electric energy displacement technologies. All three organizations agree that finding ways to protect the environment is a primary objective. **R**

From the City of New Smyrna Beach, Utilities Commission web site. Visit their site at <http://www.ucnsb.net/>.

HIGHLIGHTS



1998 Energy Connections Workshop and Trade Show Hyatt Orlando ♦ November 16-18, 1998



"Competition is a journey, it is not a destination.... so we must treat it as an opportunity and not a problem."

— Ken Donahue, The Donahue Group

"Municipal utilities can keep existing industrial customers, create incentives for industry and commercial customers, reduce local emissions, increase system efficiency reliability by continuing to be flexibility and provide clean and low-cost energy."

— Per Stahle, Wartsila NSD Sweden



HIGHLIGHTS



"Customers See the local energy utility as professional, trustworthy and dependable. . . You cannot retain your customers if you abdicate your market presence to someone else."

— Nick Nixon, Allied Utility Network

"As more innovative solutions are discovered, new applications will emerge which would have previously been thought impossible."

— F. Mack Shelor, Wartsilla NSD North America, Inc.



HIGHLIGHTS

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Action Utility Products, Inc.
ALMETEK Ind. Inc.
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HIGHLIGHTS



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WASHINGTON REPORT



You Know What I Mean

by Robert Varela, Editor
APPA Public Power Weekly

Any entity” outside of Washington and a few courtrooms, “any entity” is a straightforward phrase, offering little wiggle room. Applying it to a pack of chimpanzees might provoke an argument, but a municipal electric utility (or municipal government) fits within the definition of “any entity” as easily as does an investor-owned utility.

Congress used the phrase “any entity” in the Telecommunications Act of 1996 in describing who should be allowed to compete in the telecommunications business. Section 253(a) of the act says that “no state or local statute, regulation or other legal requirement may prohibit or have the effect of prohibiting the ability of any entity to provide any interstate or intrastate telecommunications service.” No way, no how, in other words.

Unfortunately for public power municipalities in general, it has fallen to the Federal Communications Commission and the courts to decide what Congress meant by that straightforward phrase. (One reason for this is that phone companies have used their considerable clout to lobby successfully in a number of states for laws prohibiting or restricting municipalities from offering telecommunications service.)

In challenging a Texas law barring municipalities from entering the telecommunications marketplace, Abilene and San Antonio pointed to “any entity” as proof that Congress intended to permit local governments (and any other entities) to compete in the telecom business. The cities asked the FCC to rule that the federal law pre-empts the Texas statute. The commission essentially sidestepped the issue, and decided that it was in no position to insert itself between a state government and the local governments under it. Municipalities are not “entities” separate from the state, the FCC said. Abilene appealed.

The Iowa Supreme Court relied heavily on the FCC’s order in an October decision barring the city of Hawarden from providing telephone service. This despite a state law authorizing Iowa regulators to issue certificates of public convenience and necessity to municipal telecommunications utilities. The Iowa Supreme Court bought the phone companies’ assertion that the state law is meant not to authorize municipal telecommunica-

tions utilities, only to ensure that there not be any unregulated telephone utilities in the state.

It’s hard to say which flies in the face of common sense more, the FCC’s determination that Texas municipalities are simply some sort of branch of state government or the Iowa Supreme Court’s tortured authorization/regulation distinction.

*It’s hard to say which flies in the face
of common sense more....*

That might be the end of the story (except for Abilene’s long, slow trip through the courts), but attorneys saw a glimmer of hope in the FCC’s decision. The agency’s ruling covered municipalities, but not necessarily municipal electric utilities. Public power utilities hit the commission with a new wave of 12 pre-emption petitions.

Those petitions are “collecting dust” in the agency’s basement, in the memorably candid words of Federal Communications Commissioner Harold Furchtgott-Roth. Speaking at APPA’s 1998 Telecommunications Workshop, he encouraged public power utilities to complain to the FCC about its lack of action on the dusty pre-emption petitions. That’s good advice but doesn’t go far enough. Complain to your representative and senators too, and ask them to pressure the FCC.

And its good advice whether your utility is offering, simply considering or even has decided against telecommunications service. A decision not to enter the telecommunications business could easily change. Telecommunications services are as popular as “the supply of electricity 106 years ago,” said APPA President Walter McGrath, general manager of Braintree, Mass., Electric Light Department. The demand is overwhelming, he told the Telecommunications Workshop.

Keeping your options open is always a good idea, even if you do feel silly telling members of Congress that “any entity” means just that, “any entity.” **R**



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OPPORTUNITIES



EMPLOYMENT

Utility Director The City of Fort Meade

The City of Fort Meade, population 5,600, is seeking a highly qualified utilities director to manage electric, natural gas, water and wastewater utilities for the city. The city serves approximately 2,500 customers in southern Polk County. The successful candidate should have a bachelor's degree in engineering, management or related field. Experience as manager or assistant manager of another utility is preferred. Candidates must have a solid understanding of power and gas supply issues, excellent oral and written communication skills and demonstrated management abilities. Compensation will vary depending upon experience within a range of \$40,000 to \$50,000. Requires 10 years experience, preferably in utility field with supervisory experience preferred. Applications and complete position descriptions are available by calling Delores Avery at (941) 285-8191 ext. 202. Applications and resumes can be mailed to City Manager, P.O. Box 856, Fort Meade, FL 33841. Applications accepted until job is filled. EOE.

Electrical Engineer 1 City of Tallahassee

This is professional level electrical engineer work assisting in performing system simulation studies, economic analysis and in the preparation of specifications and design of electrical plans for residential and commercial customers. Duties may include supervision of technicians and/or clerical employees. Assignments are received from a superior and procedures to be followed are generally well-defined. Work is checked upon completion for technical proficiency and adherence to

standard practice. Minimum Training and Experience: Graduation from an accredited four year college or university with a degree in electrical engineering; or general engineering, science or mathematics degree with one year of professional experience in electrical engineering field. Applicants should be very knowledgeable in basic electrical theory. Preference will be given to applicants with experience in power system design and 115-12kV substation design for electric utilities. Application Deadline: March 5, 1999, 5 p.m. Submit completed City of Tallahassee employment application to the Human Resources Dept. 300 S. Adams Street, Tallahassee, FL 32301. Fax (850) 891-8067. Applications via fax-on-demand (850) 894-6223. Office (850) 891-8169. In accordance with Florida's open record laws, all applicant materials are subject to public disclosure. EOE.

Electrical Engineering Supervisor City of Jacksonville Beach

The City of Jacksonville Beach on Florida's East Coast is searching for an experienced professional for its electric utility. This is a transmission and distribution utility with 30,000 customers and 73 employees managed by a director. This supervisory position in the Engineering Division requires graduation from an accredited college or university with a degree in electrical engineering, preferably with registration as a licensed professional engineer or any combination of education and experience equivalent to; extensive experience in electrical system design and operation specifically in transmission, distribution, substation, or metering; a minimum of five years supervisory experience; excellent communica-

tion, organizational, customer service and management skills. Must possess a Florida driver's license. Please send a resume before 5 p.m. May 8, 1999, to: Personnel Department, City of Jacksonville Beach, 11 North Third Street, Jacksonville Beach, FL 32250, (904) 247-6263. EOE, V.P. Accommodation for qualified individuals with disabilities.

Customer Service Manager Vero Beach

This position is responsible for managing utility billing, accounting, customer contact, credit and collections. The successful candidate should have a bachelor's degree in accounting and three or more years of customer service experience. We offer a competitive salary and benefits package, and an excellent retirement plan. Resumes can be mailed to: City of Vero Beach Human Resources Department, P.O. Box 1389, Vero Beach, FL 32961; fax to: (561) 978-4915; or e-mail to: humanres@covb.org. EOE. Other jobs may be posted on our job line: (561) 978-5027.

Director of Finance & Accounting Town of Havana

The Town of Havana, Florida has an opportunity for a highly qualified professional. The successful candidate must have a minimum of five years of accounting/finance experience with a bachelor's degree in accounting or related field. The range for this position is \$35,000-50,000 with excellent benefits, including participation in the Florida Retirement System. Send resume to Bob Powell, James Moore & Co., PL 3303 Thomasville Rd., Ste. 301, Tallahassee, FL 32312. EOE ADA Drug-free workplace.

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OPPORTUNITIES

TRAINING

Asset Valuation

The Center for Business Intelligence is sponsoring a two-day workshop, *Electric Asset Valuation*, Feb. 25-26, 1999, at the Hyatt Orlando in Kissimmee.

The workshop is designed to teach participants the newest criteria, methods and models for valuation. Participants will learn how to:

- ◆ Analyze electricity prices, transmission pricing and operating expenses to calculate plant value;
- ◆ Integrate fuel and electric market models to value generation assets;
- ◆ Evaluate whether equipment machinery and technology upgrades increase asset value;
- ◆ Determine the viability of cost, income and market approaches.

The fee for the conference & workshop is \$1,795. For more information, call (800) 817-8601.

Advanced Public Relations

Lawrence Ragan Communications, Inc. is presenting a two-day workshop, *Advanced Public Relations*, at the following locations/dates: Atlanta, March 8-9; Washington, D.C., March 25-26, and Chicago, April 15-16.

The workshop provides participants with hundreds of real-world solutions that will help participants promote their company's agenda to the media and the public. Participants will learn to:

- ◆ Win the CEO's respect with a PR strategy that sharpens the company's image;
- ◆ Use media coverage to put the company brand in the public spotlight;
- ◆ Get the media to listen to your side of the story when the unexpected happens;
- ◆ Turn small events into publicity jackpots;
- ◆ Respond to negative publicity when your company has a bad day on Wall Street.

The fee for the workshop is \$695. This includes refreshments and all workshop materials. For more information, call (800) 878-5331.

Market Restructuring

The American Conference Institute is presenting a two-day workshop titled *Electric Power Market Restructuring*, Feb. 18-19, 1999, at the Hyatt Regency Washington on Capitol Hill in Washington, D.C.

Highlights of the conference include:

- ◆ In-depth discussion and analysis of the wholesale market.;
- ◆ The state of access transmission;
- ◆ How companies have fared in the face of retail competition and in the development of unregulated affiliates.

Participants will learn the latest information on what happening in market restructuring including: analysis of the price spikes in the wholesale market—Why they happened and what you can do to avoid them; maintaining reliability in the face of increased demand; and preparing for consumer choice: Regulatory initiatives and new competitors.

The fee for the conference and workshop is \$1,799. For more information, call (888) ACI-2480.

Integrated Marketing

Lawrence Ragan Communications, Inc. is presenting a two-day, *Integrated Marketing Conference*, Jan. 27-29, 1999, at the Grand Hyatt Hotel in Atlanta.

The conference is designed to teach participants how to combine public relations and marketing into a branding powerhouse. Participants will learn how to:

- ◆ Turn your CEO and the other company skeptics into full-time brand builders;
- ◆ Repair a battered image with integrated crisis marketing;
- ◆ Bond with your customers using off-the-wall event marketing;
- ◆ Boost your budget by unveiling integrated marketing's bottom line; and
- ◆ Cement customer loyalty via the web.

The fee for the workshop is \$895. For more information, call (800) 878-5331.

Exceptional Customer Service

Fred Pryor Seminars is presenting a one-day workshop titled *How to Deliver Exceptional Customer Service*, Jan. 19, 1999, in Tallahassee.

Attendees will learn how to:

- ◆ Gain the trust of your customers—even those who don't want to trust you;
- ◆ Handle the most demanding situations without getting angry or losing your composure;
- ◆ Make customers feel you're really listening to them; and
- ◆ Say "no" and be firm (without antagonizing your customer)

The fee for the workshop is \$99. For more information, call (800) 255-6139.

Finance for Non-Accountants

Fred Pryor Seminar is offering a one-day workshop titled *Finance and Accounting for Non-Financial Managers*, Feb. 9, 1999, in Tallahassee.

The one-day course is for managers, supervisors, business owners, professionals, and executives from non-financial backgrounds. Participants will learn to:

- ◆ Increase your confidence as you contribute ideas in financial planning meetings with upper management;
- ◆ Speak the language of the people who control your company's purse strings;
- ◆ Cut through the complex jargon of accounting; and
- ◆ Develop performance reports to show planned vs. actual income and expenses;

The fee for the workshop is \$179. For more information, call (800) 255-6139.

Utility Automation

Utility Automation is sponsoring a two-day conference titled '99 *DISTRIBUTECH*, Feb. 16-18, 1999, at the San Diego Convention Center in San Diego, CA.

The conference is designed to give participants the inside scoop on the pivotal trends and changes that will impact the market. Symposium to be discussed at the '99 conference include: Information, Automation & Technology Symposium and the Energy Buying & Selling Symposium.

The fee for the conference and both symposiums is \$795. For more information, call (888) 299-8016. **R**



CALENDAR

- 1999
- April
- 6-7 FMEA Legislative Rally, Tallahassee
- 7 FMEA Board of Directors Meeting, Tallahassee
FMEA Legislative Reception, Governors Club, Tallahassee
- 12-14 Advanced Lineworker — Phase I, Sumterville
- 14 Customer Contact in the Field: Problem Solving and Negotiation Skills
- 15-16 Manager/Supervisor Role in Customer Service
- May
- 13 FMEA ECCS Mid-year Workshop, Orlando
- 17-21 Lineman Apprenticeship (A-LAB) Correspondence Lab Program, Sumterville
- 19 FMEA Safety Committee Meeting, Lakeland
- 19 FMEA Business & Finance Committee Meeting, Lakeland
- 20 FMEA Safety Workshop and Exhibit, Lakeland
- 20 FMEA Engineering & Operations Committee Meeting, Lakeland
- June
- 3-4 Florida Association of Electric Utility Trainers 11th Annual Conference, Tallahassee
- 28-30 Electric Utility System Operation for Non-engineers, Holiday Inn-International Drive, Orlando

See page 20 for complete
FMEA 1999 calendar.

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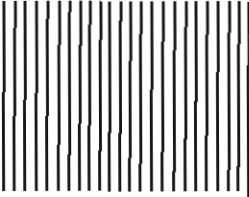
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