

# DISPATCH

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## FMPA Selects General Manager

### Guarriello Selected as FMPA's Next General Manager & CEO

### Fifth Leader in FMPA History To Guide Continued Success

**F**MPA's Board of Directors selected Nicholas P. Guarriello to become General Manager and CEO of Florida Municipal Power Agency (FMPA). Guarriello has been serving as interim general manager since September.

"Nick has done a tremendous job as interim general manager," said James C. Welsh, Chairman of FMPA and President and General Manager of Kissimmee Utility Authority.

"His leadership and vast experience in the electric industry will guide FMPA's continued success in the years ahead."

#### Knowledge and Experience

Guarriello has more than 30 years of experience in the electric utility industry. He has served as Principal and Immediate Past President/CEO of R.W. Beck,

a national management consulting and engineering firm that provides services across several industries, including energy. From 1998 through 2005, Guarriello served as R.W. Beck's President and CEO.

Guarriello also has experience providing services to joint action agencies, including playing a key role in the formation of

FMPA 31 years ago. He served as project manager and principal-in-charge for many FMPA power supply studies, bond financings and contractual analyses and negotiations, including those relating to joint ownership agreements and litigation support services for FMPA.

One of his recent assignments as a consultant for FMPA—before he became interim general manager—included leading the development of the Agency's 2008 Integrated Resource Plan. This key blueprint for the Agency's power supply future identified the best combination of supply-side and demand-side resources to provide reliable, affordable power while meeting potential new environmental policies.

Guarriello holds a bachelor's degree in electrical engineering from Polytechnic University, New York, and a master's degree in business administration from New York University. He is a registered Professional Engineer in Florida.

#### Decision Process

Guarriello was named interim general manager in September, replacing Roger A. Fontes, who

retired after leading the Agency for more than seven years.

Naming an interim general manager enabled FMPA's Board of Directors to thoroughly evaluate options for hiring a permanent general manager and CEO. Options included: 1) negotiate a permanent contract

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Nicholas P. Guarriello

**"I am grateful for the confidence of FMPA's Board of Directors ... I look forward to working with the Board to continue this organization's outstanding track record of success"**

Nicholas P. Guarriello  
General Manager and CEO  
Florida Municipal Power Agency

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## New Leadership

By James C. Welsh  
*Chairman, FMPA Board of Directors*



James C. Welsh

We are living in uncertain times. Reading the newspaper or watching the evening news reinforces the challenges our country faces. In these tough times, we are offered an opportunity to be at the forefront of change. And I'm proud to say that's exactly what FMPA's Board of Directors has done.

My colleagues and I, collectively FMPA's Board of Directors, came together this year to develop a plan for FMPA's future, one that will lead us forward and guide us through these times. In developing our strategic plan, we refined the Agency's vision, mission and value statements, as well as developed goals and strategies, to better reflect where we are today and where we want to be tomorrow.

The Agency's leadership was a key topic during our two-day strategic planning workshop. We recognized that one of the most vital goals for our future is to employ an outstanding general manager and CEO.

I am pleased to announce we've achieved that strategic goal. FMPA's Board of Directors selected Nicholas P. Guarriello as the Agency's next general manager and CEO.

For many, Nick's name is familiar. He has worked with the Agency since it was formed more than 31 years ago. From the beginning, Nick worked with the engineering firm retained to perform a preliminary study of power supply alternatives and develop key recommendations.

Nick gained tremendous knowledge of FMPA's business over the years. He has spent a large part of his career working for our well being. He is also a man of great integrity. When FMPA needed an interim general manager, Nick stepped in, and he has done an extraordinary job. He understands the issues faced by FMPA's members and has the expertise to address those issues.

A big part of Nick's professional career has been dedicated to FMPA. He supports public power. He understands the needs of municipal electric utilities. He believes in the vision and mission of this Agency. He is the leader our Agency needs today, and the leader to help guide us through the challenges and opportunities ahead.

We are fortunate to have an individual of his caliber, and on behalf of our Board, we look forward to working with him as we continue to execute our strategic plan. ♦

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### New General Manager Shares Outlook on FMPA's Future Return to Competitiveness A Key Priority for Guarriello

**“N**OT CHALLENGES—opportunities.” In his first interview with *The FMPA Dispatch*, FMPA's new General Manager and CEO, Nicholas Guarriello, recalled the encouraging words of one of FMPA's earliest leaders, retired General Manager and CEO Calvin Henze. Henze often used these words to encourage Guarriello, then a young engineering consultant, and his colleagues to seek the bright side when addressing a challenge.

The same spirit of optimism shines through when Guarriello talks about his job at FMPA. In this candid interview, Guarriello discusses his outlook on the Agency, his

management philosophy and his vision for the Agency's future.

**Dispatch:** What attracted you to the job of General Manager?

**Guarriello:** My long relationship with FMPA and its members. I started my career with R.W. Beck in 1977, and my first assignments were working with many of FMPA's current members. My boss, Bob Bathen, was involved in forming FMPA, so I was there, too, at FMPA's first meeting, and I soon found myself heading up the Agency's first power supply study. So, serving as FMPA's General Manager and CEO today is a way for me to continue supporting the members of FMPA as they move forward in these very, very challenging times.

**Dispatch:** How would you describe FMPA's competitive outlook today?

**Guarriello:** FMPA has demonstrated over the past three decades that it can be very com-

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## New GM Shares His Outlook

**Interview** *continued from page 2*

petitive. For years, FMPA had very competitive rates. However, circumstances, including higher fuel prices and the All-Requirements Project's mix of power supply resources, have made us less competitive in recent years. I can assure you we are working hard right now to remedy that situation.

The good news is that FMPA's greatest strength, both then and now, is joint action. The economies of scale and strength in numbers our members can achieve by working together are more valuable now than ever. Times are challenging for municipal utilities, and working together is the best way for them to stay competitive.

**Dispatch:** What vision do you bring to your role as General Manager?

**Guarriello:** We must refocus ourselves on a return to competitiveness. To get there, the FMPA staff must be empowered to respond to the Agency and its members' key needs, and work closely with our members to ensure they feel engaged and have the information and well thought-out recommendations they need to make the challenging governance

decisions before them.

**Dispatch:** What specific goals do you hope to accomplish as General Manager?

**Guarriello:** My number one priority is to act on the goals and strategies of our members' strategic plan. We also need to re-energize and re-inspire our staff and members with our new vision and mission statement.

**Dispatch:** What are you working on right now?

**Guarriello:** I'm currently working with FMPA's managers and our members to finalize a detailed action plan to meet the strategic plan goals and strategies. In fact, action on many of our highest priority items is already underway.

For example, I'm working to help bring closure to our members' decision about participation in new nuclear generation to help diversify our resource mix. As staff, we need to make sure we provide all the information our members need to make this important decision.

Another item that comes straight from our action plan is for us to conduct a study of the All-Requirements Project's business model.

## A Legacy of Leaders

### E.C. "Charlie" Shreve

*(Acting General Manager)  
February 1978 to October 1978*

#### ACCOMPLISHMENTS

- Presiding over the Agency's first organizational meetings
- Recruiting FMPA's first permanent General Manager

### Calvin R. Henze

*October 1978 to November 1991*

#### ACCOMPLISHMENTS

- Establishing and staffing the Agency's first office
- Forming and financing all of FMPA's five power supply projects
- All-Requirements slashed members' power costs by 19 percent in its first five months of operation, eventually saving tens of millions of dollars for FMPA members

### John C. "Claude" L' Engle

*November 1991 to March 2001*

#### ACCOMPLISHMENTS

- Winning a precedent-setting transmission case at the Federal Energy Regulatory Commission
- Winning a favorable settlement from an investor-owned utility to end a breach of contract and antitrust lawsuit
- Doubling the All-Requirements Project's membership from six to 12 cities

### Roger A. Fontes

*March 2001 to September 2008*

#### ACCOMPLISHMENTS

- Creating the first Integrated Resource Plan
- Modernizing FMPA's generating resources for greater efficiency
- Making risk management a part of FMPA's culture

**Dispatch:** What is the most rewarding part of your job?

**Guarriello:** After so many years working with FMPA and its members, it is greatly rewarding to be living the vision we set forth for the Agency so many years ago.

**Dispatch:** What is your greatest hope for FMPA?

**Guarriello:** I hope that FMPA's member utilities will continue to work together for their mutual success. ♦

## FMPA Selects New GM

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with Guarriello, or 2) conduct a national search.

FMPA's Chair Committee, comprised of the chairmen and vice-chairmen of the Board of Directors and Executive Committee, evaluated the options. The Committee recommended negotiating a permanent contract with Guarriello, enabling FMPA to immediately obtain a permanent general manager and CEO who has decades of experience with the Agency and industry, and who has years of experience as a CEO of a national firm.

"Nick's background and experience made him a natural choice," said Welsh.

FMPA's Board of Directors agreed, selecting Guarriello on May 21, 2009, as the Agency's next general manager and CEO, the fifth leader in the Agency's 31-year history.

"I am grateful for the confidence of FMPA's Board of Directors," said Guarriello. "FMPA has a brand new strategic plan, and I look forward to working with the Board to continue this organization's outstanding track record of success." ♦



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## A Newsletter of the Florida Municipal Power Agency THE FMPA DISPATCH

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

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

General Manager, CEO: *Nicholas Guarriello*

Dispatch Editor/Writer: *Diane Nelson*

Dispatch Writer: *Brianne Balchunas*

(407) 355-7767

[www.fmpa.com](http://www.fmpa.com)

