

# **KEVIN G. WAILES**

**5370 Pembridge Place  
Tallahassee, Florida 32309  
(850) 668-0940**

## **EDUCATION**

**B.S. in Electrical Engineering, 1976**  
Colorado State University  
Fort Collins, Colorado

## **PROFESSIONAL EXPERIENCE**

**May, 1995 - Present**

**General Manager - Electric Utility**  
**City of Tallahassee, Florida**

Responsible for the management of the municipally owned electric utility which includes transmission, distribution and power generation covering a 221 square mile service territory in and around Tallahassee. The utility serves approximately 113,000 customers, utilizing over 800 MW of generation including predominately gas and oil fired steam and combined cycle plants. Generation resources also include 11 MW hydro and 167 MW combustion turbines. The Electric Utility FY2010 operating budget is ~ \$340 million and the FY2010 capital budget is ~ \$48 million. Special projects/roles have included (i) development and management of resource acquisition processes that have included "integrated resource planning"<sup>1</sup>, competitive bidding, "self-build" alternatives, renewable alternatives, consideration of solid fuel alternatives for fuel diversity<sup>2</sup>, and aggressive "demand-side" management options<sup>3</sup>, (ii) management of competitive strategies including the reduction of staffing from a level of 365 in 1995 to 279 in 1999 without layoffs (utilizing attrition and internal reorganization), (iii) staffing the "internal alternatives" option (keeping the utility) associated with the City Commission's investigation of the sale of the electric utility in late 1997 and early 1998, (iv) implementing the separation of wholesale and transmission functions in compliance with FERC requirements, (v) management oversight of controversial transmission line siting<sup>4</sup>, construction of substations, and construction of a combined cycle generating unit, gas turbine peaking units and repowering of a major generating unit, (vi) development of special rates, (vii) participation in RTO development proceedings, and (viii) transition to the NERC mandatory reliability compliance requirements and process.

**May, 1987 - May, 1995**

**Assistant Director, Electric Department**  
**City of Tallahassee, Florida**

Responsible to the Director for the operations of the municipally-owned electric utility. Prior to a November 1993 reorganization, the Assistant Director had management responsibility for the Electric Department's 365 employees through direct supervision responsibilities for the following senior management/staff positions and their respective divisions: Superintendent Planning, Superintendent Electric System Control, Superintendent Production, Superintendent Power Engineering, Superintendent Electric Transmission and Distribution Operations, Utility Administrative Officer, Fuel Procurement Officer and Environmental Services Administrator. Subsequent to the November 1993 reorganization, staff functions (Planning, Administrative, Fuels and Environmental) reported to the Director and Senior Management operating positions (Production, Transmission and Distribution, System Control and Power Engineering) reported to the Assistant Director, with resultant management responsibility for 320 employees.

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Additional responsibilities included representing the Electric Department in (i) rate studies and special rate development, (ii) development and presentation of Department capital and operating budgets, (iii) bond issues and meeting with bond rating agencies (iv) contract and regulatory agency negotiations (v) regulatory and legislative proceedings (vi) special customer issues and (vii) state, regional and national industry associations, committees and task forces.

**April, 1981 - May 1987**

**Superintendent**  
**City of Lamar Utilities Board, Lamar, CO**

The Superintendent was responsible for overall management of the utility which served approximately 170 square miles, including rural, urban, industrial and wholesale customers. Utility operations included distribution, transmission, power generation and gas field facilities. The position was directly responsible to a five member Board which is the governing authority of the utility. The position managed the Board's staff including accounting, engineering, office, power production, electrical maintenance, and electrical distribution personnel. Specific duties included: development and administration of budgets, fuel and power negotiations, rate development, compliance of utility with regulatory agencies, financing, customer relations, personnel management, and maintaining the operational integrity of the system. Special utility projects included (i) economic development utilizing power plant cooling water discharge for heating as an incentive, (ii) Biogas, a manure to methane pilot project and (iii) natural gas as a utility fleet vehicle fuel.

**June, 1976 - April, 1981**

**Assistant Superintendent**  
**City of Lamar Utilities Board, Lamar, CO**

The Assistant Superintendent had direct operational responsibility for the utility distribution system, gas field operations and engineering functions. Direct management responsibility included 3 departments; the line department, service department, and gas field department. The position was responsible to the Superintendent of the utility and served as "Acting" Superintendent in his absence. Specific duties included: distribution line and substation design, system coordination and fault studies, general engineering (including power plants), customer relations, new facilities design, and distribution system maintenance. Special assignments included a 6 month term as Acting Power Plant Supervisor in addition to normal responsibilities.

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**RELEVANT  
 MEMBERSHIPS,  
 CIVIC AND  
 PROFESSIONAL  
 ACTIVITIES**

**Florida Electric Coordinating Group (FCG)**

Technical Advisory Group Member	1989 - 1997
Technical Advisory Group Chairman	1992 and 1993
FCG Emergency Officer	1993-1997
Florida Representative to DOE Emergency Electric Power Executive Reserve	1992 - 1997
Executive Committee	1997 - Present
Vice-Chairman	2001 and 2002
Chairman	2003 and 2004

**Florida Reliability Coordinating Council**

Engineering Committee	1997 - 1998
Board of Directors	1998 - Present
Secretary/Treasurer	2003 and 2004
Vice-Chairman/Chairman Elect	2005 and 2006
Chairman	2007 and 2008

**Southern/Florida Reliability Coordinating Agreement Executive Council**

Representative	1990 - Present
Chairman	1992/1994

**Florida Municipal Electric Association**

Secretary/Treasurer	1993 - 1995
President	1997 - 1998
Board of Directors	1993 - Present
Executive Committee	1997 - 2001, 2006 - 2008

**American Public Power Association**

Energy Services Exchange Advisor	1984 - 1987
APPA/NRECA Territorial Task Force	1987 - 1989
APPA Territorial Task Force	1990 - 1992
Legislative and Resolutions Committee	1989 - Present

**Colorado Association of Municipal Utilities**

Board of Directors	1979 - 1987
President	1983 and 1984
Chairman, Legislative Committee	1986 -1987

**Arkansas River Power Authority**

Chairman, Managers Committee	1983 - 1987
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**Lamar Chamber of Commerce**

Board Member	1984 - 1987
President	1986
Industrial Committee Member	1981 - 1987
Industrial Committee Co-Chairman	1987

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Footnotes:

- <sup>1</sup> The 2004 Integrated Resource Planning (IRP) process took over 2 years with ~ 18 City Commission presentations, workshops and public hearings. Open House forums were conducted for citizens to provide a more informal environment for discussion than public hearings. Staff conducted special meetings with local environmental groups to separately address their concerns and seek their input. One of the outcomes of the process included the adoption of a very aggressive demand-side management (DSM) program targeted at 167 MW over a 20 year period.
- <sup>2</sup> During the 2004 IRP process, the City Commission voted to participate in an 800 MW super-critical pulverized coal unit to be jointly constructed by 3 other Public Power entities. The project was very controversial and required extensive public information in the community. Multiple public hearings were held, the General Manager spoke at (i) over 20 civic and professional meetings/venues (ranging from service clubs to a debate at the FSU Law School), (ii) radio call in shows and (iii) local cable television programs. Ultimately the City Commission elected to conduct a non-binding election and the community voted to support the project. In July 2007 the project was suspended when the Governor identified he would not approve any additional conventional coal fueled facilities in the State of Florida.
- <sup>3</sup> One of the key components of the DSM program is the Smart Grid deployment. The City has currently deployed ~ 200,000 electric, water and gas two-way communication “smart meters” and is in the final stages of completing the meter deployment and initiating the “web portal” for customers to access more detailed information about their utility use. This process has included focus groups to have customers evaluate the functionality of the web product. The second phase of the project includes deployment of “smart thermostats”, advanced demand response tools and new rate structures, with extensive customer information and “marketing”. Negotiations for this phase are nearly complete with initial deployment anticipated in the summer of 2010.
- <sup>4</sup> One recent major transmission line project siting process involved a 3+ year process, several “open house” events, neighborhood meetings and a special task force made up of various neighborhood association representatives to ultimately conclude the design. This project also involved “news magazine” type cable television programs, neighborhood mailings and photo imaging of what the ultimate design would look like when constructed. The solution involved installing a significant amount of underground 115 KV line, purchasing expanded ROW, purchasing some undeveloped property and co-location on interstate highway ROW. Although two of the involved substations have not been completed, 80% of the transmission line construction is now complete.