

**ROBERT E. MCGARRAH**  
6400 Belgrand Drive  
Tallahassee, Florida 32312

**E-Mail: [Robflyer80@comcast.net](mailto:Robflyer80@comcast.net)**  
**Phone: 850-668-6728**

## **SENIOR EXECUTIVE SUMMARY**

---

Results oriented executive with 30+ years of electric utility experience in both investor-owned and public power utilities. Recognized for providing innovative and collaborative leadership. Experienced in all aspects of electric utility operations with experience in coal, oil, gas and hydroelectric generation. Consistently maintains high performing operations through a diverse and involved workforce. Areas of expertise in:

- |                               |                                      |
|-------------------------------|--------------------------------------|
| ➤ Fossil and Hydro Generation | ➤ Personnel Management               |
| ➤ Project Management          | ➤ Operational and Strategic Planning |
| ➤ Contract Negotiations       | ➤ Process Improvement                |
| ➤ Customer Relations          | ➤ Cost Reduction                     |
| ➤ Financial Operations        | ➤ Organizational Leadership          |
- 

## **PROFESSIONAL EXPERIENCE**

---

### **CITY OF TALLAHASSEE -- ELECTRIC UTILITY, Tallahassee, FL 1991 – Present**

The City of Tallahassee offers a full slate of utility services to the community including electric, gas, water, wastewater, solid waste and stormwater. The electric utility is the 4<sup>th</sup> largest public power utility in Florida and the 26<sup>th</sup> largest in the United States. Serving over 116,000 customers in a 221 square mile service territory, the City owns and operates 757 MW of natural gas, oil and hydroelectric generating facilities with 81% of the generation having a weighted average age of 9.3 years. The City's Energy Bonds are highly rated – AA/Aa3/AA-.

#### **General Manager – Electric • June 2010 – Present**

Executive responsible for the overall management of the City's electric utility including transmission, distribution and generation. Leads a staff of 302 employees and has full responsibility for the day-to-day electric utility operations. Provides an open interactive leadership style in fulfilling responsibilities. Represents the electric utility in the community before the City Commission and regulatory bodies. Represents the City on the Board of Directors for the Florida Reliability Coordinating Council, Florida Coordinating Group and Florida Municipal Electric Association.

#### **Major Accomplishments:**

- Led Electric management team through a period of significant turnover while maintaining high reliability and customer service
- Implemented aggressive demand side management/conservation program resulting in average residential customer consumption reductions of over 20% from 2003-2013 and deferral of additional generation investment
- Exceeded financial performance expectations allowing for deferral of base rate increase for several years.

#### **Project Director – Advanced Wastewater Treatment (AWT) Upgrades • July 2009 - Present**

#### **Thomas P. Smith Wastewater Reclamation Facility – Underground Utilities**

While maintaining Electric Utility responsibilities, assumed responsibility for City's \$227 million AWT project upgrading the City's Thomas P. Smith Wastewater Reclamation Facility to Biological Nutrient Removal (BNR)

treatment. Project schedule was driven based on a negotiated settlement of a permit challenge. Responsible for all aspects of the project management including engineering, environmental compliance, regulatory agency interaction, equipment and construction contract negotiations, and leadership of the City's project management team. Reported to General Manager – Underground Utilities for this project.

**Major Accomplishments:**

- Reorganized project management team to develop effective organization.
- Negotiated modifications in project delivery from a construction manager at risk (CMAR) to fixed price, resulting in significant cost reductions.
- Brought project in on time and within budget, beating all environmental target dates.

**Manager – Power Production • November 1991 - June 2010**

Senior executive responsible for multi-plant electric generation operations totaling over 800 MW of natural gas, oil and hydro generation as well as to the Utility Services warehouse. Reported to the General Manager – Electric, having line responsibility for all aspects of the power generation operations, including plant operations, maintenance, engineering, major project retrofits, environmental compliance, procurement activities, budget and personnel. Led a staff of 108 employees, operating conventional and combined cycle fossil generation, hydro generation and warehouse operations. Served as Utility Leader on City emergency management overhead team. Served on FRCC team dealing with reliability and fuels issues. Interacted with regulatory agencies and City Commission on a regular basis. Represented the City in the community. Regularly served as General Manager – Electric in his absence.

**Major Accomplishments:**

- Primary leadership for three major power supply expansion projects (Purdum Unit 8, Hopkins LM6000's and Hopkins Unit 2 Repowering) valued at over \$300 million resulting in the installation or conversion of over 600 MW of highly efficient generation. This included licensing, engineering, equipment procurement, contract negotiations, construction management and commissioning. Participated on project financing team.
- Propelled organization to reduce staffing by over 16% while increasing generation capacity by 60% and maintaining outstanding safety, unit availability and reliability.
- Drove permitted emissions for system down by 82% and improved system fuel efficiency by 30%.
- Improved employee safety performance through employee involvement and proactive planning resulting in over 1 million man-hours without a lost-time accident.

**MISSISSIPPI POWER COMPANY, Gulfport, MS****1980 – 1991****Operations Superintendent • June 1988 – October 1991**

Senior manager with responsibility for day-to-day operations of a 1,100 MW coal and gas fired steam electric generating plant. Responsibilities included both technical direction and personnel management. Dealt with IBEW union. Member of the Plant Management Team and had wide latitude in managing department.

**Major Accomplishments:**

- Reduced staffing requirements by 15% while improving operational reliability.
- Reduced supervisory levels through the effective delegation of authority to line personnel.
- Implemented a skills training program with an emphasis on total business operations.

**Senior Maintenance Engineer • January 1987 - June 1988**

Responsible for all maintenance engineering activities, maintenance scheduling and planning, contractor activities and development of annual capital and maintenance budgets. Supervised five engineering/technical employees and all on-site contractors.

**Assistant Superintendent, Maintenance • May 1984 – January 1987**

Supervised 80 supervisory and craft employees, on-site contractor activities, retrofit projects and preparations of annual maintenance budget.

**Engineer III/II/I • September 1980 – May 1984**

Provided engineering support at plant and central office level. Coordinated engineering activities for outside engineering support.

**EDUCATION**

B. S. in Mechanical Engineering; Auburn University, 1980

**ORGANIZATIONS**

American Society of Mechanical Engineers  
American Public Power Association  
Florida Municipal Electric Association Board of Directors  
Florida Reliability Coordinating Council Board of Directors  
Secretary/Treasurer – FRCC Board of Directors  
Florida Coordinating Group Board of Directors  
Sunrise Rotary – Tallahassee

**ORGANIZATIONAL and PERSONAL RECOGNITIONS**

- 2009 - Combined Cycle Journal – Hopkins Unit 2A Pacesetter Award
- 2011 - Power Magazine – Hopkins Plant named one of the Top Six Gas Fired Power Plants in the World
- 2012 - American Public Power Association – E. F. Scattergood System Achievement Award
- 2007/2008; 2009/2010; 2011/2012; 2013/2014 - American Public Power Association Reliable Public Power Provider (RP<sub>3</sub>) – Platinum level
- 2013 Leadership Achievement Award – American Society for Public Administration – Tallahassee Chapter