



## **EUCG 2016**

**Fall Conference & Workshop**

**September 18-21, 2016**

Hilton New Orleans Riverside  
New Orleans, Louisiana

Dear EUCG Colleagues,

**On behalf of the EUCG Board of Directors, we welcome you to the 2016 Fall Conference & Workshop at the Hilton New Orleans Riverside in New Orleans, Louisiana. We are excited to be back in New Orleans after having a great 2014 Fall Conference & Workshop here!**

This workshop will be my last as President of EUCG's Board of Directors. It has been my sincere pleasure to have served in this role for the past six years. EUCG is not your typical trade association. Rather, it is more like a family, and I am so grateful for the relationships and friendships that I have gained over the years through my tenure. I would like to thank my fellow board members for the significant amount of time and effort that they volunteer to EUCG. Their dedication, energy, and efforts on behalf of the industry and our association is truly amazing.

I am very proud of EUCG's accomplishments over the past six years. Associations have struggled with membership retention and growth and many have had their corresponding financial struggles. EUCG has weathered the storm of the economic downturn and is very strong financially and has maintained its membership base while adding new members. We started the process of change by strengthening our staff infrastructure to be the very best in association management. That has led to membership programs and services, such as our workshops that are truly second to none. Our committees continue to be the foundation and backbone of EUCG. The quality and value of the data and surveys in our committees have never been better or more relevant in helping our members achieve top performance. In short, EUCG has never been stronger and is well positioned for the future.

The Committee Chairs have worked very hard to assemble the finest presentations at this workshop. I want again to give a special thanks to the members of our Workshop Task Team for the integral role that they have played in putting together all aspects of this workshop. We are thrilled to have an outstanding keynote speaker for this workshop. To "kick-off" our workshop in the Opening Session Welcome Address, we are pleased to have Thomas M. Hagan, retired executive with American Electric Power. While with AEP West Utilities, he was responsible for electric distribution, regulatory and customer service operations in the states of Arkansas, Louisiana, Oklahoma, and Texas.

**We are glad that you have joined us in New Orleans!** Remember to mark your calendar and join us April 2-5, 2017 at the Marriott Charleston in Charleston, South Carolina for the 2017 Spring Conference & Workshop.



A handwritten signature in black ink that reads "George W. Sharp".

George W. Sharp  
EUCG President





## Speaker

### Thomas M. Hagan

Thomas M. Hagan is a retired executive with American Electric Power.

Hagan's most recent post was a four-year stint as executive vice president, AEP West Utilities. He was responsible for electric distribution, regulatory and customer service operations in the states of Arkansas, Louisiana, Oklahoma and Texas.

He was previously executive vice president-Shared Services, responsible for human resources, information technology, procurement and corporate services for the AEP System.

In addition to his operational and staff responsibilities during his six years as an executive officer of AEP, Hagan was a member of the CEO's executive council and worked with AEP's Board of Directors, staffing the Board's Human Resources Committee for a 2-year period.

Prior to assuming the shared services position, Hagan was senior vice president-Governmental Affairs for the AEP System, the position he assumed when AEP acquired the Central and South West Corporation in 2000. He had been involved in public affairs in the electric utility industry since joining CSW in 1980. Hagan began his career as a state and federal lobbyist and later became vice president-Governmental Affairs. He was promoted to senior vice president-External Affairs in 1996 responsible for governmental affairs, regulatory and corporate communications. In this capacity, he served on the chairman's council and worked with CSW's Board until CSW's acquisition by AEP.

Prior to joining CSW, Hagan served first as legislative director and then as the administrative assistant to U.S. Sen. Lloyd Bentsen. He worked previously on the staff of Texas Lt. Gov. William P. Hobby.

Hagan's experience in government and public issues includes managing a successful statewide campaign in Texas and serving as a political and legislative consultant with a Texas firm headed by the late George Christian. He is a graduate of the University of Texas in Austin and Harvard's Advanced Management Program. He is a Vietnam veteran, having attained the rank of captain in the U.S. Marine Corps.

Hagan retired from AEP in mid-2008 and resides in Dallas with his wife Marilyn.

# Leadership



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# Agenda at-a-Glance

Sunday, September 18					
8:00 am – 4:00 pm	<b>BOARD OF DIRECTORS STRATEGY SESSION</b>				<i>Steering</i>
4:30 pm – 5:00 pm	<b>NEW DELEGATE ORIENTATION</b>				<i>Starboard</i>
5:00 pm – 8:00 pm	<b>WELCOME RECEPTION</b>				<i>Compass</i>
Monday, September 19					
7:00 am – 8:00 am	<b>BREAKFAST</b>				<i>River Room</i>
8:00 am – 9:30 am	<b>OPENING GENERAL SESSION, MEMBERSHIP MEETING, AND KEYNOTE ADDRESS</b>				<i>Chart Ballroom</i>
9:30 am – 10:00 am	<b>BREAK</b>				<i>Riverside Lobby</i>
	<b>FOSSIL</b> <i>Starboard</i>	<b>HYDRO</b> <i>Compass</i>	<b>TS</b> <i>Bridge</i>	<b>NUCLEAR</b> <i>Quarterdeck A–B</i>	<b>T&amp;D</b> <i>Port</i>
10:00 am – 11:00 am	<b>FP-1</b> (60 min.) Chairman’s Remarks/ Fossil Keynote: Decommissioning a Power Plant in an Urban Area	<b>HP-1</b> (30 min.) Introductions & Business Updates/ Address from HPC Chairman	<b>TS-1</b> (120 min.) General Business Meeting	<b>NC-1</b> (60 min.) EUCG Introductions & General Business	<b>TD-1</b> (60 min.) T&D Welcome, Update, & Committee Business Meeting
		<b>HP-2</b> (60 min.) Top Performance Analysis, Methodology & Results			
11:00 am – 12:00 pm	<b>FP-2</b> (60 min.) Using Tableau for Performance Dashboards & Cost Reporting	<b>HP-3</b> (30 min.) 2016 Top Performers —Analysis & Results Including Long Term Leaders			
12:00 pm – 1:00 pm	<b>LUNCH</b>				<i>River Room</i>

## Monday, September 19 *(continued)*

1:00 pm – 2:00 pm	<b>FP-3</b> (60 min.) Benchmarking Strategies	<b>HP-3b</b> (60 min.) 2016 Top Performers — Analysis & Results including Long Term Leaders <i>(cont.)</i>	<b>TS-1</b> (60 min.) General Business Meeting <i>(cont.)</i>	<b>NC-3</b> (45 min.) Satisfaction Survey — Results/Key Issues Raised by Members	<b>TD-3</b> (60 min.) ATC Mackinac High Voltage Direct Current (HVDC) Converter
2:00 pm – 2:45 pm	<b>FP-4</b> (45 min.) Unit Operation in a Changing Market	<b>HP-4</b> (45 min.) Task Committee Report Out on 01/02 Categorization	<b>TS-2</b> (45 min.) Asset Suite Project Update	<b>NC-4</b> (60 min.) Avoiding Pre-Mature Nuclear Power Plant Closures	<b>TD-4</b> (15 min.) EFH Bankruptcy — Oncor Sale Update
2:45 pm – 3:15 pm	<b>BREAK</b>				<i>Riverside Lobby</i>
3:15 pm – 4:15 pm	<b>FP-5</b> (45 min.) Managing Reliability for Transitional Units	<b>HP-5</b> (45 min.) EUCG Annual Report	<b>TS-3</b> (45 min.) Deployment of Desktop Software	<b>NC-5</b> (75 min.) Delivering the Nuclear Promise Program	<b>TD-6</b> (60 min.) PG&E Business Planning Process & Lessons Learned
4:15 pm – 5:00 pm		<b>HP-6</b> (25 min.) Peer Review Follow-Up	<b>TS-4</b> (60 min.) Subject Matter Expert (SME) Registry	<b>NC-6</b> (45 min.) Network Session	<b>TD-7</b> (15 min.) Session Wrap & Recap
6:00 pm – 10:30 pm	<b>MONDAY EVENING NETWORKING DINNER EVENT</b>				5:45 pm–10:00 pm
	<p>Enjoy an evening at the National WWII Museum, the official WWII museum of the United States. Connect with international electric utility leaders while exploring the museum and taking in the history. The evening will feature tours of the museum, drinks, dinner, dessert, and musical entertainment. We will again be having shuttles doing constant loops between the hotel and the National WWII Museum, so even if you have to make it a short evening, you can come out, relax, and enjoy the fun.</p>				<p><i>Buses will operate a continuous loop between the hotel and the museum</i></p>

# Tuesday, September 20

7:00 am – 8:00 am		BREAKFAST				River Room
		FOSSIL <i>Starboard</i>	HYDRO <i>Compass</i>	TS <i>Bridge</i>	NUCLEAR <i>Quarterdeck A-B</i>	T&D <i>Port</i>
8:00 am – 9:00 am		<b>FP-6</b> (60 min.) Energy Isolation (LOTO) Incidents  <i>Joint session with T&amp;D Committee in Port</i>	<b>HP-7</b> (45 min.) California's Safety & Risk Impact to Ratemaking Process  <b>HP-8</b> (60 min.) Time Based vs. Condition Based Cost/Reliability Impact Survey Review	<b>TS-5</b> (60 min.) Key IT Performance Indicators (KPIs)	<b>NC-7</b> (60 min.) Decommissioning—Energy Presentation	<b>TD-8</b> (60 min.) Energy Isolation (LOTO) Incidents  <i>Joint session with Fossil Committee in Port</i>
9:00 am – 9:45 am						
9:45 am – 10:15 am		BREAK				Riverside Lobby
10:15 am – 11:15 am		<b>FP-8</b> (45 min.) Leadership Development Strategies  <i>Joint session with T&amp;D Committee in Port</i>	<b>HP-9</b> (60 min.) Cyber Security and its Impact on Business	<b>TS-7</b> (60 min.) TSC 2015 Benchmark Results	<b>NC-9</b> (45 min.) Emerging Issues—Economic Dispatch	<b>TD-10</b> (45 min.) Leadership Development Strategy  <i>Joint Session with Fossil Committee in Port</i>
11:15 am – 12:00 pm						
12:00 pm – 1:00 pm		LUNCH				River Room

## Tuesday, September 20 *(continued)*

1:00 pm – 2:00 pm	<b>FP-10</b> (60 min.) Evaluating Contractor Performance	<b>HP-11</b> (60 min.) Continuation of DOE and ORNL Support of HPC Data Analysis & Report	<b>TS-9</b> (60 min.) Benchmark Report Review	<b>NC-11</b> (60 min.) NIID Enhancements/ Data Definitions	<b>TD-12</b> (60 min.) ATC Morgan Neutral Isolation Device <i>(NID)</i>
2:00 pm – 2:45 pm	<b>FP-11</b> (45 min.) Combined Cycle Cycling Cost Survey	<b>HP-12</b> (45 min.) Financial Ageing & Investment <i>Keeping Up with Depreciation and Inflation</i>	<b>TS-10</b> (45 min.) Data Dictionary Rewrite	<b>NC-12</b> (45 min.) EUCG NC Document Library System Overview	<b>TD-13</b> (30 min.) Member Success Story
2:45 pm – 3:15 pm	<b>BREAK</b>				<i>Riverside Lobby</i>
3:15 pm – 4:00 pm	<b>FP-12</b> (60 min.) CCR/ELG Compliance Update	<b>HP-13</b> (60 min.) Knowledge Transfer, Strategies and Tools, Panel Discussion	<b>TS-11</b> (45 min.) TSC Benchmark Data Collection Review	<b>NC-13</b> (45 min.) Major Issues Discussion <i>NC2 and NC6 Issues</i>	<b>TD-14</b> (45 min.) Debrief & Follow-Up on T&D Survey Metrics Questions
4:00 pm – 5:00 pm	<b>FP-13</b> (45 min.) 2017 Spring Conference Agenda Development	<b>HP-14</b> (30 min.) Lessons Learned from Work Management Implementations/Best Practices	<b>TS-12</b> (60 min.) Wrap Up/Action Items	<b>NC-14</b> (60 min.) Major Issues —Breakouts —Issue Refinement	<b>TD-15</b> (30 min.) Session Wrap & Recap
5:00 pm – 6:00 pm					
6:00 pm – 8:00 pm			<b>TSC TEAM DINNER</b>		

# Wednesday, September 21

7:00 am – 8:00 am					
BREAKFAST					River Room
FOSSIL <i>Starboard</i>	HYDRO <i>Compass</i>	TS <i>Bridge</i>	NUCLEAR <i>Quarterdeck A–B</i>	T&D <i>Port</i>	
8:00 am – 9:00 am	<b>FP-14</b> (60 min.) Cyber and Physical CIP Security  <i>Joint session with T&amp;D, TS, &amp; Nuclear Committees in Chart Ballroom</i>	<b>HP-15</b> (30 min.) Regional Labor Rates: Compensation Per Job Type—Preliminary Design of Future Database  <b>HP-16</b> (30 min.) Follow-Up on Development of R Based Tool	<b>TS-13</b> (60 min.) Cyber and Physical CIP Security  <i>Joint session with T&amp;D, Fossil, &amp; Nuclear committees in Chart Ballroom</i>	<b>NC-15</b> (60 min.) Cyber and Physical CIP Security  <i>Joint session with T&amp;D, TS, &amp; Fossil Committees in Chart Ballroom</i>	<b>TD-16</b> (60 min.) Cyber and Physical CIP Security  <i>Joint session with Fossil, TS, &amp; Nuclear Committees in Chart Ballroom</i>
9:00 am – 9:45 am	<b>FP-15</b> (45 min.) FPC Business Meeting/2017 Spring Agenda Review	<b>HP-17</b> (45 min.) What Maintenance is Contracted out and Why	<b>TS-14</b> (45 min.) 2016 TSC Planning Session	<b>NC-16</b> (30 min.) Breakout Teams Presentations	<b>TD-17</b> (45 min.) Capacitor Bank Monitoring
9:45 am – 10:15 am					
BREAK/CHECK-OUT					
10:15 am – 11:00 am		<b>HP-18</b> (45 min.) Public Safety Metrics/Cost/Statistics	<b>TS-15</b> (75 min.) Fall Agenda Topic Discussion	<b>NC-17</b> (45 min.) Summation of Actions & Overview of Spring 2017 Agenda	<b>TD-18</b> (30 min.) Agenda Build
11:00 am – 12:00 pm		<b>HC-19</b> (60 min.) HPC Business Meeting/2017 Spring Agenda Planning		<b>NC-18</b> (60 min.) Fall Workshop Wrap-Up & Roundtable	
12:00 pm – 1:00 pm					
ADJOURN/BOXED LUNCH PROVIDED					
12:00 pm – 2:00 pm		<b>HP-20</b> (120 min.) HPC Leadership Meeting  <i>Working Lunch</i>		<b>NC-19</b> (240 min.) Nuclear Leadership Team Meeting	River Room
2:00 pm – 4:00 pm					



**EUCG FALL 2016**

## **Fossil** Track Schedule

# Fossil Productivity Committee Sessions

## Monday, September 19

8:00 am – 9:30 am	<b>Opening General Session, Membership Meeting, and Keynote Address</b>	<i>Steering</i>
9:30 am – 10:00 am	<b>BREAK</b>	<i>Riverside Lobby</i>
10:00 am – 11:00 am	<b>FP-1 Chairman’s Remarks/Fossil Keynote: Decommissioning a Power Plant in an Urban Area</b>	<i>Starboard</i>
	<b>Kathleen Garrett</b> , Austin Energy Following opening remarks from FPC Chairman Ed Taylor, Kathleen Garrett will make a presentation on the decommissioning of Austin Energy’s Holly Street Power Plant. The plant was decommissioned and demolished, and the remediated plant site will be transferred to the Austin Parks and Recreation Department.	
11:00 am – 12:00 pm	<b>FP-2 Using Tableau for Performance Dashboards &amp; Cost Reporting</b>	<i>Starboard</i>
	<b>Adrien Snell &amp; David Tennis</b> , Salt River Project <i>What tools does your organization use to manage and report key cost and performance measures?</i> During this session, Adrien Snell and David Tennis will share business intelligence tools that Salt River Project developed using Tableau, a data visualization and dashboarding tool. The session will include a demonstration of the application.	
12:00 pm – 1:00 pm	<b>LUNCH</b>	<i>River Room</i>
1:00 pm – 2:00 pm	<b>FP-3 Benchmarking Strategies</b>	<i>Starboard</i>
	<b>Andrew Campbell</b> , Tennessee Valley Authority <b>Stephanie Maggard</b> , Pacific Gas and Electric Company <b>Dave Thomas</b> , DTE Energy <i>This session will be a roundtable or panel discussion that considers such questions as:</i> <ul style="list-style-type: none"> <li>◆ What value is benchmarking to your company?</li> <li>◆ What benchmarking strategies does your company use to understand and compare industry performance to its own?</li> <li>◆ How do you determine who you will benchmark with?</li> <li>◆ What is important for you to learn from your benchmarking efforts, and how do you use the information that you receive?</li> <li>◆ Do you have a dedicated resource for your benchmarking efforts, or is this role filled on an ad hoc basis?</li> </ul>	

2:00 pm – 2:45 pm	<b>FP-4 Unit Operation in a Changing Market</b>	<i>Starboard</i>
	<b>Alvin Thoma</b> , Pacific Gas and Electric Company <i>How have renewable resources affected the operation of your units?</i> During this session, Alvin Thoma will describe how Pacific Gas and Electric Company is adjusting the operation of its fossil-fueled units to compensate for the increased role of renewables in its generation portfolio. Delegates will hear how the company has dealt with the issues tied to this, including ramp rates and minimum load operation.	
2:45 pm – 3:15 pm	<b>BREAK</b>	<i>Riverside Lobby</i>
3:15 pm – 4:00 pm	<b>FP-5 Managing Reliability for Transitional Units</b>	<i>Starboard</i>
	<b>John Dau</b> , DTE Energy <i>John Dau of DTE Energy will describe the strategies that company is using to maintain reliability on transitional plants. Issues to be addressed include:</i> <ul style="list-style-type: none"> <li>◆ Changes in setting annual O&amp;M and capital budgets</li> <li>◆ Changes in focus on what maintenance work is performed</li> <li>◆ Effects on reliability targets</li> <li>◆ Maintaining employee morale and engagement</li> <li>◆ Redeployment strategies for employees</li> </ul>	

## Tuesday, September 20

8:00 am – 9:00 am	<b>FP-6 Energy Isolation (LOTO) Incidents</b> <i>Joint session with T&amp;D Committee</i>	<i>Port</i>
	<b>Patricia Villa</b> , CPS Energy <b>Brian Burton</b> , Lower Colorado River Authority <b>David Miller</b> , Duke Energy Energy isolation is a critical area of personnel safety; it is essential to have an effective program that promotes confidence and assurance to individuals performing their work. While the OSHA 1910.269 Power Generation Standard includes provisions to conduct tagout-only energy isolation, a recent conversion to lockout-tagout has been an objective to enhance personnel safety. Participants will present short case studies of energy isolation incidents and discuss how best to address human interface issues.	
9:00 am – 9:45 am	<b>FP-7 Duke Step Function Safety Improvement</b> <i>Joint session with T&amp;D Committee</i>	<i>Port</i>
	<b>David Miller</b> , Duke Energy In 2014, Duke Transmission had a very difficult year in terms of accidents, with two fatalities. In 2015, Duke had one of the best TIGR rates in the industry, and to date, 2016 safety results have been outstanding. A safety professional from Duke will describe two safety initiatives that appear to be key to improved safety performance: <i>Keys to Life and Cardinal Electric Safety Rules.</i>	
9:45 am – 10:15 am	<b>BREAK</b>	<i>Riverside Lobby</i>

10:15 am – 11:00 am	<b>FP-8 Leadership Development Strategies</b> <i>Joint session with T&amp;D Committee</i>	Port
	<b>Eileen Brannon</b> , Oncor	
	<b>Patricia Villa</b> , CPS Energy	
	<i>How do you develop your future and current leaders? During this session, panelists will review their companies' accomplishments and failures. The session will focus on four major issues:</i>	
	<ul style="list-style-type: none"> <li>◆ Why the quality of your leadership can determine the fate of your company.</li> <li>◆ With four generations in the work force, what talent gaps are there in your current and future leadership?</li> <li>◆ How do you identify and develop current and future leaders?</li> <li>◆ Is there a difference in leadership development between salaried and wage-scale employees?</li> </ul>	
11:00 am – 12:00 pm	<b>FP-9 After-Action Reviews for Projects</b>	Starboard
	<b>Matthew Hicks</b> , DTE Energy	
	<b>Shaun Mehaffey</b> , Southern California Edison	
	<i>During this session, representatives from FPC member utilities will describe their approach to after-action reviews (AARs) for projects, including:</i>	
	<ul style="list-style-type: none"> <li>◆ The criteria for when an AAR is conducted</li> <li>◆ Personnel typically included in an AAR</li> <li>◆ The use of neutral/third party facilitators</li> <li>◆ Capturing and sharing AAR results</li> <li>◆ Archiving AAR results for future access</li> </ul>	
12:00 pm – 1:00 pm	<b>LUNCH</b>	River Room
1:00 pm – 2:00 pm	<b>FP-10 Evaluating Contractor Performance</b>	Starboard
	<b>Don Barnett</b> , CPS Energy	
	<b>Matthew Hicks</b> , DTE Energy	
	<b>David Tennis</b> , Salt River Project	
	<i>This session will focus on how member utilities evaluate contractor performance. The discussion will include:</i>	
	<ul style="list-style-type: none"> <li>◆ The processes used to evaluate vendor performance</li> <li>◆ Evaluation criteria that utilities consider important</li> <li>◆ Collecting and sharing contractor evaluations</li> <li>◆ Sharing evaluation results with vendors</li> <li>◆ Using evaluation results to improve vendor performance</li> </ul>	

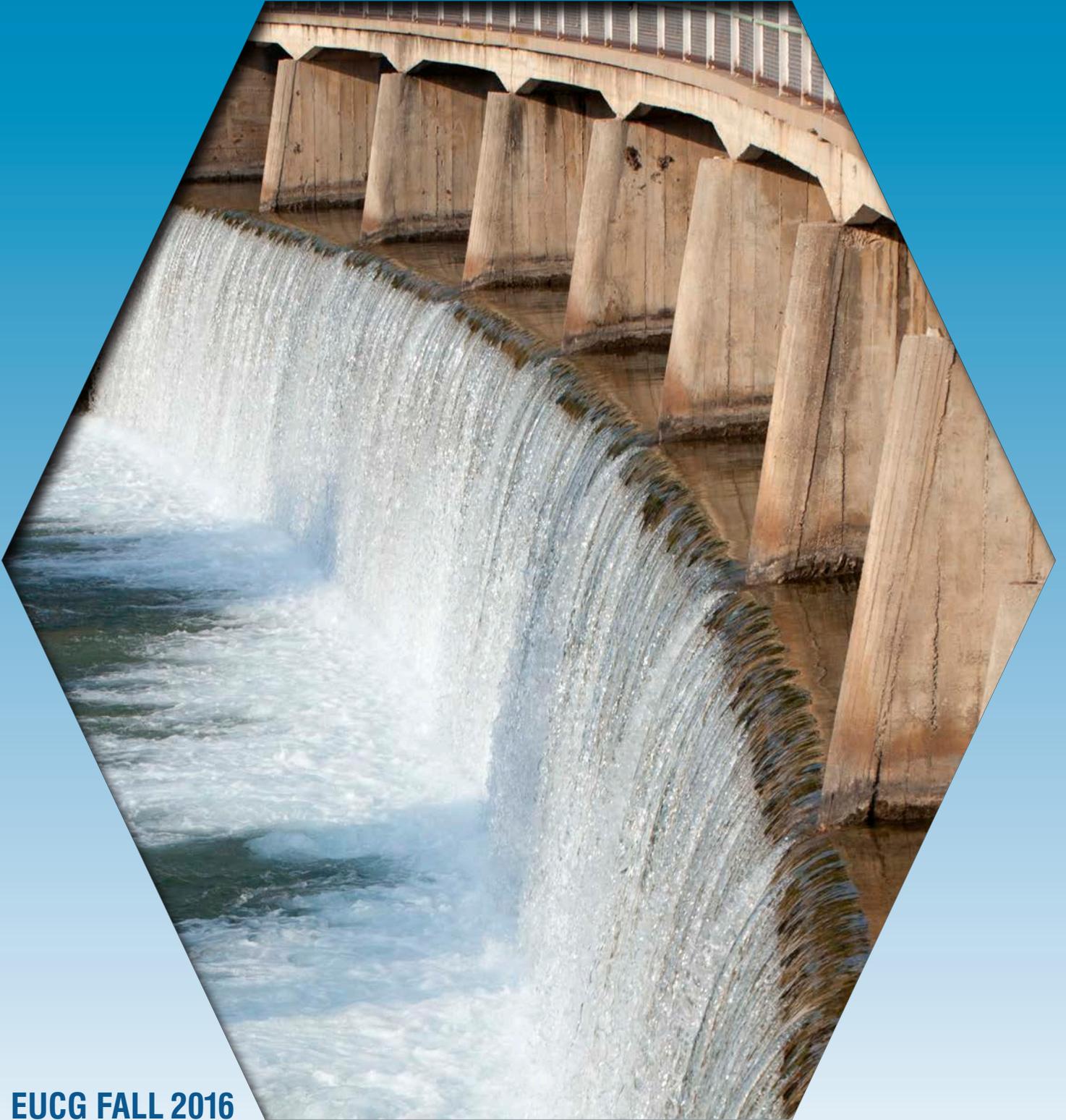
2:00 pm – 2:45 pm	<b>FP-11 Combined Cycle Cycling Cost Survey</b>	<i>Starboard</i>
	<p><b>Andrew Campbell</b>, Tennessee Valley Authority</p> <p>Review of the results of a survey on an FPC membership survey to collect information on the performance characteristics and cycling costs of combined cycle units and to understand the potential effect of cycling on unit reliability.</p>	
2:45 pm – 3:15 pm	<b>BREAK</b>	<i>Riverside Lobby</i>
3:15 pm – 4:15 pm	<b>FP-12 CCR/ELG Compliance Update</b>	<i>Starboard</i>
	<p><b>Speakers TBA</b></p> <p>Panelists from FPC member utilities will describe the progress their companies have made and discuss “lessons learned” in complying with the EPA’s coal combustion residual (CCR) rules and effluent limitation guidelines (ELG).</p>	
4:15 pm – 5:00 pm	<b>FP-13 2017 Spring Conference Agenda Development</b>	<i>Starboard</i>
	<p><b>Don Barnett</b>, CPS Energy</p> <p>Don Barnett, the incoming FPC Vice Chairman and Agenda Coordinator, will facilitate a session devoted to planning the committee’s agenda for the EUCG 2017 Spring Conference, which is scheduled for April 2-5, 2017, in Charleston, South Carolina. During the planning process, members will vote on presentations to be made and identify surveys to update.</p>	



## Wednesday, September 21

8:00 am – 9:00 am	<p><b>FP-14 Cyber Security &amp; CIP Security</b> <i>Joint session with T&amp;D, Nuclear, &amp; TS Committees</i></p> <p><b>Special Agent Corey Harris</b>, Federal Bureau of Investigation <i>(New Orleans Field Office)</i></p> <p>The InfraGuard program brings together representatives from the private and public sectors to help protect our nation's critical infrastructure and key resources from attacks by terrorists, criminals, and others who wish us harm. InfraGuard chapters with a total of more than 35,000 members work with FBI field offices to ward off attacks against critical infrastructure that can come in the form of computer intrusions, physical security breaches, or other methods. These members represent state, local, and tribal law enforcement, academia, other government agencies, communities, and private industry.</p>	<i>Chart Ballroom</i>
9:00 am – 9:45 am	<p><b>FP-15 FPC Business Meeting/Spring Conference Agenda Review</b></p> <p><b>Don Barnett</b>, CPS Energy</p> <p><b>Edmund Taylor</b>, Ohio Valley Electric Corporation</p> <p>Ed Taylor, FPC Chairman, will conduct a short business meeting to provide updates on recent EUCG board meetings and to present FPC membership and budget status reports.</p> <p>Following the business meeting, Don Barnett will review the results of the previous afternoon's planning session, present a preliminary FPC agenda for the EUCG 2017 Spring Conference, and begin the process of identifying speakers and panelists.</p>	<i>Starboard</i>
9:45 am	<b>FOSSIL TRACK ADJOURNS</b>	





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## **Hydro** Track Schedule

# Hydro Productivity Committee Sessions

## Monday, September 19

8:00 am – 9:30 am	<b>Opening General Session, Membership Meeting, and Keynote Address</b>	<i>Steering</i>
9:30 am – 10:00 am	<b>BREAK</b>	<i>Riverside Lobby</i>
10:00 am – 10:30 am	<b>HP-1 Introductions and Business Updates/Address from HPC Chairman</b>	<i>Compass</i>
	<p><b>Chris Utracki</b>, Ontario Power Generation Hydro Productivity Committee Chair</p> <p>Introductory session to give new members the opportunity to introduce themselves and their companies, as well as for all members to share any business updates and “headline news” happening at their companies.</p>	
10:30 am – 11:30 am	<b>HP-2 Top performance Analysis, Methodology and Results</b>	<i>Compass</i>
	<p><b>Patrick O’Connor</b>, Oak Ridge National Lab</p> <p><b>Matt Dau</b>, Bonneville Power Administration</p> <p><b>John Schuknecht</b>, Pacific Gas and Electric Company</p> <p>During this session we will examine key findings from the 2015 data cycle and reflect on changes in the business environment. This session is also intended to signal new issues and needs for the Committee to focus on in the upcoming year.</p>	
11:30 am – 12:00 pm	<b>HP-3 2016 Top Performers—Analysis and Results Including Long Term Leaders</b>	<i>Compass</i>
	<p><b>Selected Top Performers</b></p> <p>During this session, the top performing companies in key cost and reliability metrics will share with the committee what they are doing at their plant(s) to achieve leading performance. Please be prepared to ask questions!</p>	

12:00 pm – 1:00 pm	<b>LUNCH</b>	<i>River Room</i>
1:00 pm – 2:00 pm	<b>HP-3b 2016 Top Performers—Analysis and Results Including Long Term Leaders (cont.)</b>	<i>Compass</i>
	<b>Selected Top Performers</b>	
	During this session, the top performing companies in key cost and reliability metrics will share with the committee what they are doing at their plant(s) to achieve leading performance. Please be prepared to ask questions!	
2:00 pm – 2:45 pm	<b>HP-4 Task Committee Report Out on O1/O2 Categorization</b>	<i>Compass</i>
	<b>Ruben Soto</b> , Southern California Edison	
	Task Committee met and carefully reviewed all inputs provided by attendees and addressed any potential risks prior to consenting to a potential solution. We will present the full details to ensure Hydro committee members are on board and approve our recommendations to proceed.	
2:45 pm – 3:15 pm	<b>BREAK</b>	<i>Riverside Lobby</i>
3:15 pm – 4:00 pm	<b>HP-5 EUCG Annual Report</b>	<i>Compass</i>
	<b>Jim Miller</b> , Signal Hydropower Consultants, LLC	
	<b>Patrick O'Connor</b> , Oak Ridge National Lab	
	Recap the 2015 Hydroelectric Productivity Committee's Annual Report and present some suggestions for the 2016 edition. They will also seek input from HPC members for the 2016 edition.	
4:15 pm – 4:40 pm	<b>HP-6 Peer Review Follow-Up</b>	<i>Compass</i>
	<b>Matt Dau</b> , Bonneville Power Administration	
	Discussion—Action items that came out of the Data Review meeting in July	

## Tuesday, September 20

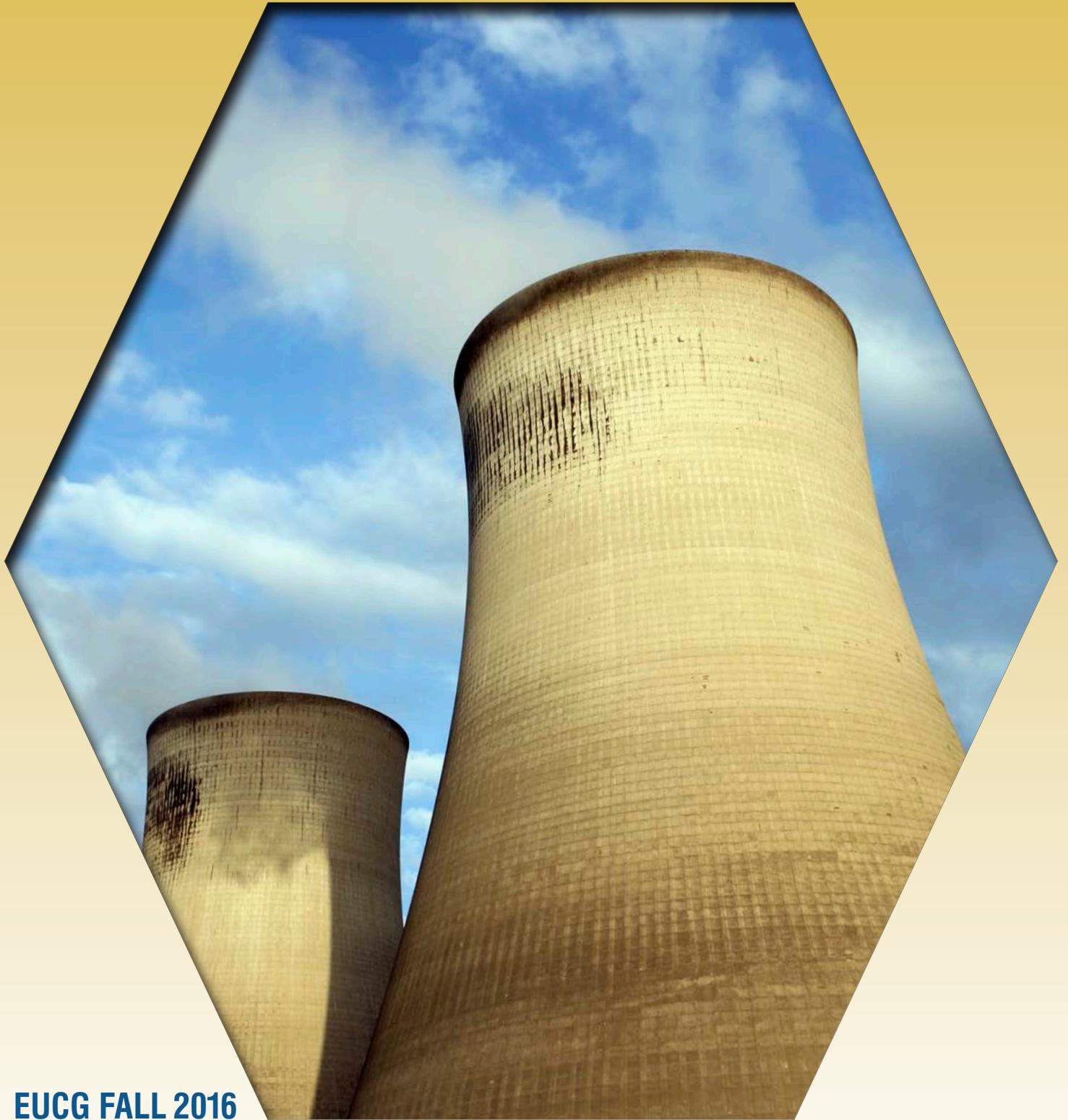
8:00 am – 8:45 am	<b>HP-7 California’s Safety &amp; Risk Impact to Ratemaking Process</b>	<i>Compass</i>
	<b>Stephanie Maggard</b> , Pacific Gas and Electric Company	
	<b>Shaun Mehaffey</b> , Southern California Edison	
	Discussion—How California is being impacted and incorporating safety and risk into their ratemaking process.	
8:45 am – 9:45 am	<b>HP-8 Time Based vs. Condition Based Cost/Reliability Impact Survey Review</b>	<i>Compass</i>
	<b>Pierre Lacroix</b> , Hydro Quebec	
	<b>Matt Dau</b> , Bonneville Power Administration	
	Discussion	
9:45 am – 10:15 am	<b>BREAK</b>	<i>Riverside Lobby</i>
10:15 am – 11:15 am	<b>HP-9 Cyber Security and its Impact on Business</b>	<i>Compass</i>
	<b>Dan Davis</b> , US Army Corp of Engineers	
	<b>Shaun Mehaffey</b> , Southern California Edison	
	<b>Rob Antonishen</b> , Ontario Power Generation	
	Panel Discussion	
11:15 am – 12:00 pm	<b>HP-10 Automation of Data Extract from SAP/AS7 for Database Submission</b>	<i>Compass</i>
	<b>Rob Stone</b> , New Brunswick Power	
	<b>John MacPhee</b> , Ontario Power Generation	
	Discussion	
12:00 pm – 1:00 pm	<b>LUNCH</b>	<i>River Room</i>
1:00 pm – 2:00 pm	<b>HP-11 Continuation of DOE and ORNL Support of HPC Data Analysis and Report</b>	<i>Compass</i>
	<b>Brennan Smith</b> , Oak Ridge National Lab	
	ORNL Program Manager Brennan Smith will update HPC members on DOE’s affirmation of ORNL’s support for EUCG-HPC activities and for other industry-wide consortia support. Brennan will discuss opportunities for cooperative work on correlating hydropower costs, reliability, hydrologic, and condition monitoring and assessment data to gain new insights for asset managers.	
2:00 pm – 2:45 pm	<b>HP-12 Financial Ageing and Investment</b> <i>(keeping up with depreciation and inflation)</i>	<i>Compass</i>
	<b>Pierre Lacroix</b> , Hydro Quebec	
	The topic will talk about the interrelation between the fixed asset value, the average age of asset and % of capital expenditure for each EUCG company and how can these companies can relate to the benchmarking to figure out where their utility stand as compare to others in regard of investment and age of their asset.	

2:45 pm – 3:15 pm	<b>BREAK</b>	<i>Riverside Lobby</i>
3:15 pm – 4:15 pm	<b>HP-13 Knowledge Transfer, Strategies and Tools, Panel Discussion</b>	<i>Compass</i>
	<b>Dave Brandt &amp; Dale Adams</b> , Ontario Power Generation	
	Panel Discussion—knowledge transfer, strategies and tools. Presentation and discussion on how knowledge will be transferred to the next generation with an aging work force and the large generation gap.	
4:15 pm – 4:45 pm	<b>HP-14 Lessons Learned from Work Management Implementations/ Best Practices</b>	<i>Compass</i>
	<b>Marcus Cunningham</b> , Seattle City Light	
	<b>John MacPhee</b> , Ontario Power Generation	
	Discussion	



## Wednesday, September 21

8:00 am – 8:30 am	<b>HP-15 Regional Labor Rates</b>	<i>Compass</i>
	<b>Jim Miller</b> , Signal Hydropower Consultants, LLC	
	<b>Patrick O'Connor</b> , Oak Ridge National Lab	
	Discussion	
8:30 am – 9:00 am	<b>HP-16 Follow-Up on Development of R Based Tool</b>	<i>Compass</i>
	<b>Andrew Deatherage &amp; Matt Dau</b> , Bonneville Power Administration	
	Discussion	
9:00 am – 9:45 am	<b>HP-17 What Maintenance is Contracted out and Why</b>	<i>Compass</i>
	<b>Dave Brandt &amp; Dale Adams</b> , Ontario Power Generation	
	Dave and Dale will review scope of work generally contracted out by OPG including rationale. This is intended to start an interactive discussion on what other utilities contract out and why. Results of a minisurvey will be part of the presentation.	
9:45 am – 10:15 am	<b>BREAK</b>	<i>Riverside Lobby</i>
10:15 am – 11:00 am	<b>HP-18 Public Safety Metrics/Cost/Statistics</b>	<i>Compass</i>
	<b>Stephanie Maggard</b> , Pacific Gas and Electric Company	
	<b>Shaun Mehaffey</b> , Southern California Edison	
	Presentation/Discussion	
11:00 am – 12:00 pm	<b>HP-19 HPC Business Meeting / 2017 Spring Agenda Planning</b>	<i>Compass</i>
	<b>Chris Utracki</b> , Ontario Power Generation	
	<b>Matt Dau</b> , Bonneville Power Administration	
	<b>John Schuknecht</b> , Pacific Gas and Electric Company	
	<b>Dave Sanna</b> , US Army Corp of Engineers	
	During this session we will discuss Committee's business matters, provide budget update and develop the initial agenda for the Spring 2017 HPC meeting. Please come prepared to suggest topics that you would like discussed or where you have something to share with the rest of the committee.	
12:00 pm – 2:00 pm	<b>HP-20 HPC Leadership Meeting</b> <i>(Working Lunch)</i>	<i>Compass</i>
	<b>Chris Utracki</b> , Ontario Power Generation HPC Chairman; Committee	



**EUCG FALL 2016**

## **Nuclear** Track Schedule

# Nuclear Productivity Committee Sessions

## Monday, September 19

8:00 am – 9:30 am	<b>Opening General Session, Membership Meeting, and Keynote Address</b>	<i>Steering</i>
9:30 am – 10:00 am	<b>BREAK</b>	<i>Riverside Lobby</i>
10:00 am – 11:00 am	<b>NC-1 EUCG Introductions &amp; General Business Update</b>	<i>Quarterdeck A–B</i>
	<p><b>David Ward</b>, Chair, Nuclear Committee</p> <p>David Ward will kick-off the agenda for the Fall 2016 Nuclear Workshop, by facilitating the introduction of the workshop attendees, highlighting the workshop agenda and discussing general EUCG NC business and related issues. He will also update the members on the progress of the EUCG Nuclear Committee 2016 Strategic Plan and the key Tactical initiatives.</p>	
11:00 am – 12:00 pm	<b>NC-2 Open Forum—Discussion of Member Issues</b>	<i>Quarterdeck A–B</i>
	<p><b>David Ward</b>, Chair, Nuclear Committee</p> <p>David Ward will facilitate this session to address the issues submitted by members prior to the workshop via the survey tool sent out in mid August. The submitted issues were made available to all attending members ahead of the workshop with the expectation that members will have done some preparatory work in assembling input to address the issues raised. This discussion on member issues serves to encourage member interaction with their peers during the workshop.</p> <p>Where possible, the answers to the issues can be provided during this session. If further discussion is required, members have an opportunity to meet with their counterparts in Session NC6 to discuss and address/resolve the issues raised during this session. If the issue is deemed a major one, it could result in a breakout session on Tuesday.</p>	
12:00 pm – 1:00 pm	<b>LUNCH</b>	
1:00 pm – 1:45 pm	<b>NC-3 Satisfaction Survey—Results/Key Issues Raised by Members</b>	<i>Quarterdeck A–B</i>
	<p><b>Glenn Inouye</b>, Ontario Power Generation</p> <p>Glenn Inouye will present the results of the two EUCG NC member Satisfaction Surveys conducted this summer. The first was a short strategic oriented survey to the Management Sponsors (MS) to gauge the value that EUCG brings to strategic decision support in the company, the level of engagement the MS has in EUCG (usage and usefulness) and any ideas on how the EUCG can bring greater value to the membership.</p> <p>The second survey was to the Primary representatives. It was a longer survey—more in line with what has been done in the past two surveys (2011, 2014), providing the ability to trend results. This input from the surveys is important to the EUCG NC, as it measures membership feedback on the value proposition offered by the EUCG NC. The presentation will cover highlights of the results, address clarifications and potential implications on the future strategies and initiatives of the EUCG NC.</p>	

1:45 pm – 2:45 pm	<b>NC-4 Avoiding Pre-Mature Nuclear Power Plant Closures</b>	<i>Quarterdeck A–B</i>
	<p><b>Michael B. Roth</b>, Carnegie Mellon University Department of Engineering and Public Policy</p> <p>Michael Roth will present his doctorate analysis on nuclear plant closures. This analysis, which factored in EUCG (blinded) data, provides some excellent insights into the market forces threatening the premature closure of nuclear plants and what is required to ensure their continued viability. The recent drop in wholesale electricity prices, led in part by the recent abundance of natural gas, is putting a number of nuclear power plants at risk of early retirement for economic reasons.</p> <p>He uses the PJM, the largest Regional Transmission Organization and which also happens to have the largest concentration of nuclear plants to illustrate the economic reality facing the nuclear plants in the face of the Clean Power Plan (CPP) legislation. In this study he uses a Monte Carlo based simulation and EIA (Energy Information Administration) natural gas price projections to model the net income for each of the nineteen PJM nuclear power plants from 2015-2040 and the revenue levels each of the plants require to maintain financial viability.</p>	
2:45 pm – 3:15 pm	<b>BREAK</b>	<i>Riverside Lobby</i>
3:15 pm – 4:30 pm	<b>NC-5 Delivering the Nuclear Promise Program – Industry Roundtable on Initiatives</b>	<i>Quarterdeck A–B</i>
	<p><b>Rip Coker</b>, Southern Nuclear</p> <p><b>Tony Geri</b>, Public Service Electric and Gas Company</p> <p><b>Brad Vickery</b>, Wolf Creek Nuclear</p> <p>The ‘Nuclear Promise’ Program launched by the US nuclear energy industry, is a multiyear initiative aimed to boost industry efficiency, safety and economic viability of the nuclear power plants. At the Spring Workshop, where this subject was introduced, members were very engaged and rated it as high value. The Committee has set up this follow-up session with the purpose to generate a sharing and discussion among the members about process-related actions taken within their respective companies for the implementation of the Nuclear Promise Objectives.</p> <p>The session begins with a panel of members from three utilities: Southern Nuclear, PSEG, Wolf Creek who participate in Industry teams charged with coordinating cross-industry initiatives on Corrective Action, Preventative Maintenance and Training and Supply Chain respectively. Each of them will provide insights and updates into what they have learned/achieved to date. This will be followed by a member roundtable, requiring all members to provide similar sharing of the progress within their respective companies. The context and question areas for this sharing will be provided to all members in advance of the workshop, allowing for adequate time for preparatory work for this session.</p>	

4:30 pm – 5:00 pm	<b>NC-6 Issue Discussion and Network Session</b>	Quarterdeck A–B
	<b>Vince Gonsalves</b> , Nuclear Committee Coordinator	
	Issues submitted but not addressed at the NC2 session will be addressed during this session. In addition, this session allows an opportunity for members to network with their counterparts to discuss further details/answers to questions raised in the issue (from NC2, NC6) discussions.	
<b>Tuesday, September 20</b>		
8:00 am – 9:00 am	<b>NC-7 Decommissioning at Entergy</b>	Quarterdeck A–B
	<b>Peter L. Swigart</b> , Director, Financial Operations, Entergy	
	Decommissioning of nuclear units is becoming more prevalent in the US and the Nuclear Committee is assessing how we can help our members and the industry manage this major work more effectively. Entergy began decommissioning a unit in 2015 and has announced plans to permanently cease power operations of two additional units in 2017 and 2019 respectively. Mr. Peter Swigart of Entergy will provide us with an understanding of Entergy’s actions on the stages of decommissioning they have undergone to date, addressing the issues being faced around the transition from operations to Decommissioning along with any issues around cost management and reporting.	
9:00 am – 9:45 am	<b>NC-8 Decommissioning – EUCG NC Path Forward</b>	Quarterdeck A–B
	<b>Jeff Davis</b> , DTE Energy	
	<b>Glenn Inouye</b> , Ontario Power Generation	
	Further to the Nuclear Committee’s Decommissioning program focus, this session facilitated by Jeff Davis and Glenn Inouye, will review insights from NC7 (Entergy presentation) and provide a framework of potential decommissioning data sharing for discussion among the members. Some of the elements to be discussed include: EUCG annual survey requirements, a lessons learned repository (historical presentations, best practice template, frequently asked questions), decommissioning costs reporting requirements—regulated and non-regulated costs; ISFSI costs, and potential rate regulator requests for cost benchmarks. The members will receive, ahead of the workshop, a context of this discussion along with a set of expectations for preparatory work for this session.	
9:45 am – 10:15 am	<b>BREAK</b>	Riverside Lobby

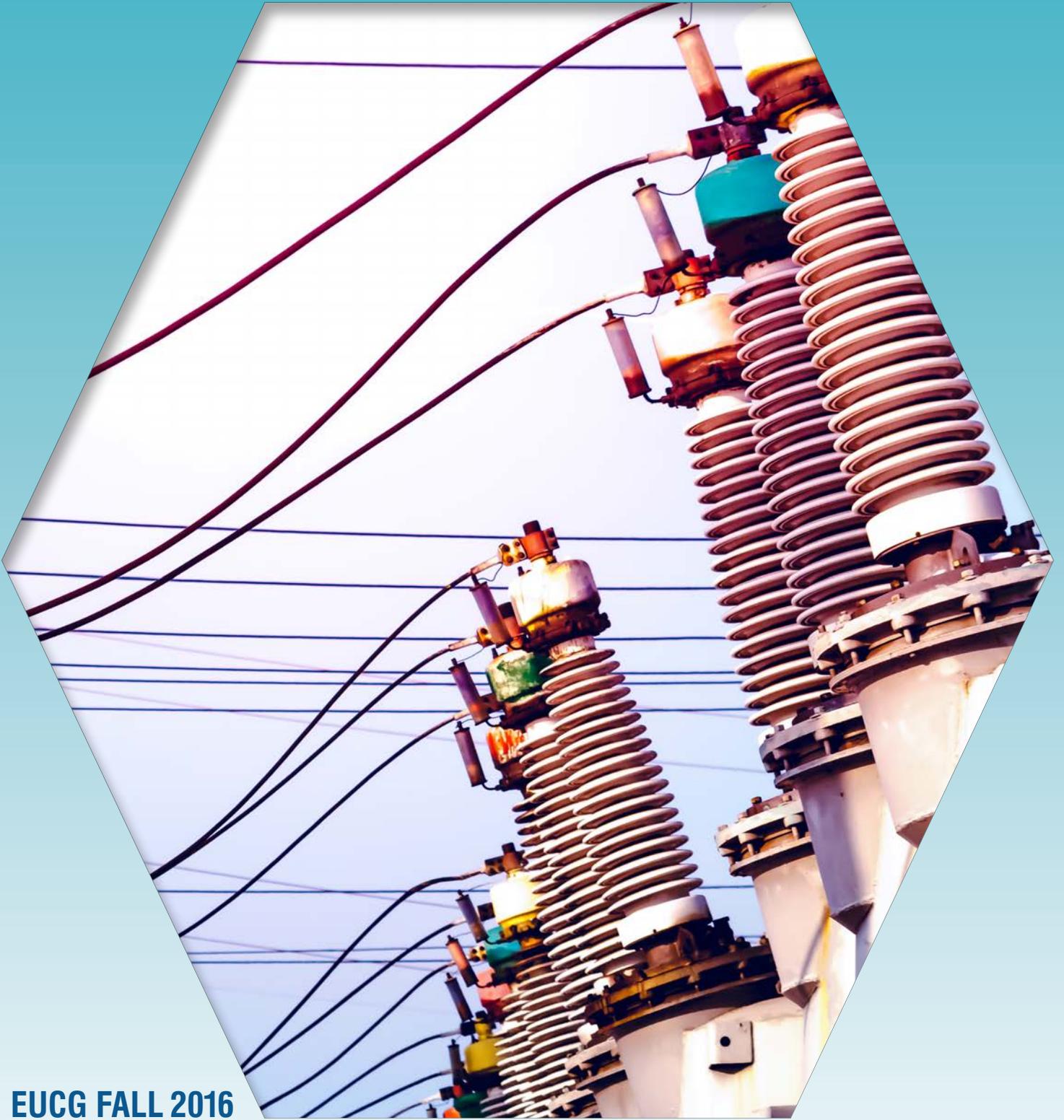
10:15 am – 11:00 am	<b>NC-9 Emerging Issues—Economic Dispatch/Flexible Operations</b>	<i>Quarterdeck A–B</i>
	<p><b>Kent Dittmer</b>, Energy Northwest</p> <p><b>Phil Young</b>, Exelon</p> <p>Some of the member companies are engaging in this mode of operation to dispatch their units. The drivers for this operating mode can vary region to region. This session is intended to germinate the issue to see if this practice is prevalent among our member companies / planned to be introduced and to better understand the drivers and implications. Kent Dittmer of Energy Northwest will lead of this session and address the drivers, operations constraints/ concerns of being in this mode. Phil Young of Exelon, who will also summarize the practice at their plants, will follow him. There will be an open discussion of this issue and any other related operational issues to determine if there is sufficient interest in further elaboration at the next Workshop.</p>	
11:00 am – 12:00 pm	<b>NC-10 Spring 2016—Issues Resolution Reports</b>	<i>Quarterdeck A–B</i>
	<p>A summary of the resolution of the following issue areas raised by members at the Spring 2016 Workshop will be provided and discussed:</p> <ol style="list-style-type: none"> <li><b>1. Capacity Factor Definition/Usage</b> <b>Phil Young</b>, Exelon — will clarify the issue.</li> <li><b>2. Vendor Tracking—Processes and Systems</b> <b>Glenn Inouye</b>, OPG — will provide a short summary of the report prepared by the panel (Bruce, OPG and AEP) and the recommended path forward. The panel provided insights into practices at each company at the Spring 2016 workshop.</li> <li><b>3. Capital Prioritization Practices</b> <b>David Ward</b>, Duke — will describe the work done to date on developing capital prioritization criteria.</li> <li><b>4. Benchmarking and the Treatment of Non-Dedicated Costs</b> <b>G. Inouye</b>, OPG — will highlight the definitional issues to be provided to the Data Management team.</li> <li><b>5. Accounting for Dry Cask Storage</b> <b>Billie Kay Morris</b>, SCANA — will highlight the results of the Industry survey conducted this summer.</li> </ol>	
12:00 pm – 1:00 pm	<b>LUNCH</b>	<i>River Room</i>
1:00 pm – 2:00 pm	<b>NC-11 Nuclear Integrated Information Database (NIID) Enhancements</b>	<i>Quarterdeck A–B</i>
	<p><b>Christine Messer</b>, Database Manager, Nuclear Committee</p> <p>Christine Messer will present the latest upgrades to NIID. These will include enhancements to the data definition and the new CBT training feature designed to enhance the training capability and NIID knowledge of the membership.</p>	

2:00 pm – 2:45 pm	<b>NC-12 EUCG Nuclear Committee Document Library System Overview</b>	Quarterdeck A–B
	<p><b>David Ward</b>, Chair, Nuclear Committee</p> <p>David Ward will provide a demonstration of the Nuclear Document Library System (<i>Phase 1</i>)—as committed at the Spring 2016 Workshop and released to members in August 2016. This feature is a storage repository for all EUCG Nuclear Committee documents in a EUCG supported area (not on individual member company areas). This supports the long-term sustainability of the Committee.</p> <p>Included in the presentation will be a document map showing what is stored in this tool e.g.: Past Workshop Presentations Governance Documents and Forms Ad-hoc Surveys. This comprehensive document management tool provides an easily accessible venue by which EUCG Nuclear Committee Members can retrieve committee information and data for reference and dissemination within their organizations.</p>	
2:45 pm – 3:15 pm	<b>BREAK</b>	Riverside Lobby
3:15 pm – 4:00 pm	<b>NC-13 Major Industry Issues Discussion</b>	Quarterdeck A–B
	<p><b>David Ward</b>, Chair, Nuclear Committee</p> <p>David Ward will present the high-level nuclear business issues that emanated from the NC2/NC6 session on Monday. The issues will be discussed and ranked to effectively utilize the experienced resources present at the Workshop. There are typically a maximum of 4 Breakout Teams at the Workshop, given the resources available. The expectation is that the Breakout Team members will continue the scoping/problem definition of these issues and develop draft Task Charters and present their proposals to the Committee in NC16.</p>	
4:00 pm – 5:00 pm	<b>NC-14 Breakout Team—Issue Refinement, Charter Development</b>	Quarterdeck A–B
	This session has been reserved for breakout team discussion and problem analysis assigned from NC13.	
<b>Wednesday, September 21</b>		
8:00 am – 9:00 am	<b>NC-15 Cyber Security &amp; CIP Security</b> <i>Joint session with T&amp;D, Fossil, &amp; TS Committees</i>	Chart Ballroom
	<p><b>Special Agent Corey Harris</b>, Federal Bureau of Investigation (<i>New Orleans Field Office</i>)</p> <p>The InfraGuard program brings together representatives from the private and public sectors to help protect our nation’s critical infrastructure and key resources from attacks by terrorists, criminals, and others who wish us harm. InfraGard chapters with a total of more than 35,000 members work with FBI field offices to ward off attacks against critical infrastructure that can come in the form of computer intrusions, physical security breaches, or other methods. These members represent state, local, and tribal law enforcement, academia, other government agencies, communities, and private industry.</p>	

9:15 am – 9:45 am	<b>NC-16 Breakout Team Session—Issue Presentations</b>	<i>Quarterdeck A–B</i>
	<p><b>Team Leads</b></p> <p>The Breakout Teams settle on the problem statements to work towards developing a Task Charter. They identify how they see the issue being resolved. The issues, problem statement, the expected end product and the benefit statement must be stated as best as can be with available information. Teams prepare a short presentation of findings and recommendations.</p> <p>The Breakout Team Leads present the Charters to the Nuclear Committee. The Committee provides feedback on the presentations. The draft Charters are left with the Nuclear Leadership Team to progress into Task Teams (resources, timelines etc.)—which will take form after the Workshop.</p>	
9:45 am – 10:15 am	<b>BREAK</b>	<i>Riverside Lobby</i>
10:15 am – 11:00 am	<b>NC-17 Summation of Workshop Actions and Overview of Spring 2017 Agenda</b>	<i>Quarterdeck A–B</i>
	<p><b>David Ward</b>, Chair, Nuclear Committee</p> <p>David will summarize the workshop actions and present a preliminary view of the Spring 2017 Workshop (April 2017– Charleston, SC) agenda.</p>	
11:00 am – 12:00 pm	<b>NC-18 Fall Workshop Wrap-up &amp; Roundtable</b>	<i>Quarterdeck A–B</i>
	<p><b>Glenn Inouye</b>, Ontario Power Generation</p> <p>Glenn Inouye will wrap-up the workshop and solicit member feedback on the workshop content and facilities.</p>	
12:00 pm – 4:00 pm	<b>Nuclear Leadership Team Meeting</b>	<i>Quarterdeck A-B</i>
	<b>Nuclear Leadership Team members</b> <i>(only)</i>	







**EUCG FALL 2016**

## **Transmission & Distribution** Track Schedule

# Transmission & Distribution Productivity Committee Sessions

## Monday, September 19

8:00 am – 9:30 am	<b>Opening General Session, Membership Meeting, and Keynote Address</b>	<i>Steering</i>
9:30 am – 10:00 am	<b>BREAK</b>	<i>Riverside Lobby</i>
10:00 am – 11:00 am	<b>TD-1 T&amp;D Welcome, Update, and Committee Business Meeting</b>	<i>Port</i>
	<p><b>Jesse Medlock</b>, Oncor Electric Delivery, T&amp;D Forum Chairperson</p> <p>This session will incorporate the following:</p> <ul style="list-style-type: none"> <li>◆ Welcome new members and member introduction —promote interaction and networking during the Workshop.</li> <li>◆ Board of Director's update—communicate information on any new products/services and major policy changes.</li> <li>◆ General business meeting—discuss recent changes in the T&amp;D benchmarking arena; seminar agenda overview.</li> <li>◆ Member company overviews.</li> </ul>	
11:00 am – 12:00 pm	<b>TD-2 BGE Safety Council</b>	<i>Port</i>
	<p><b>Angela Ahmad</b>, Baltimore Gas &amp; Electric</p> <p>Baltimore Gas and Electric will discuss how the establishment of Safety Councils at BGE have influenced and encouraged both safety improvement and employee engagement.</p>	
12:00 pm – 1:00 pm	<b>LUNCH</b>	<i>River Room</i>
1:00 pm – 2:00 pm	<b>TD-3 ATC Mackinac High Voltage Direct Current (HVDC) Converter</b>	<i>Port</i>
	<p><b>Mike Londo</b>, American Transmission Company</p> <p>A discussion/presentation on the ATC High Voltage Direct Current (HVDC) operating facility in Michigan's Upper Peninsula. It is a reliability solution for a specific region of the country that is state of the art, constructed on schedule, experienced some minor hiccups at start-up, and is now operating smoothly.</p>	
2:00 pm – 2:15 pm	<b>TD-4 EFH Bankruptcy—Oncor Sale Update</b>	<i>Port</i>
	<p><b>Wanda Wilkerson</b>, Oncor Electric Delivery</p> <p>Providing an update of the latest status of the EFH Bankruptcy and the Pending Sale of Oncor Electric Delivery.</p>	
2:15 pm – 2:45 pm	<b>TD-5 T&amp;D Member Success Story</b>	<i>Port</i>
	<p><b>T&amp;D Committee Member</b></p> <p>A brief presentation and discussion of Process improvement and benchmarking best practices/success stories.</p>	
2:45 pm – 3:15 pm	<b>BREAK</b>	<i>Riverside Lobby</i>

3:15 pm – 4:15 pm	<b>TD-6 PG&amp;E Business Planning Process and Lessons Learned</b>	<i>Port</i>
	<p><b>Shirley Van de Wiel</b>, Pacific Gas and Electric Company</p> <p>Discussion of the evolution of PG&amp;E’s business planning process and share lessons learned. Describe the journey from annual financial planning to an Integrated business planning model looking 5 years ahead, incorporating:</p> <ul style="list-style-type: none"> <li>◆ Executive Guidance</li> <li>◆ Goals, Strategies &amp; benchmarking</li> <li>◆ Work and Resource planning</li> <li>◆ Talent management</li> <li>◆ Risk Informed Budget allocation</li> <li>◆ Cost model</li> </ul>	
4:15 pm – 4:30 pm	<b>TD-7 Session Wrap and Recap</b>	<i>Port</i>
	<p><b>Jesse Medlock</b>, Oncor Electric Delivery, T&amp;D Forum Chairperson</p> <p>A review of the days presentations and information shared regarding evening activities and the next days expectations.</p>	

**Tuesday, September 20**

8:00 am – 9:00 am	<b>TD-8 Energy Isolation (LOTO)</b> <i>Joint session with Fossil Committee</i>	<i>Port</i>
	<p><b>Trish Villa</b>, CPS Energy &amp; Duke Energy Representative</p> <p>Energy isolation is a critical area of personnel safety and an effective program that promotes confidence and assurance to individuals performing their work is essential. While the OSHA 1910.269 Power Generation Standard includes provisions to conduct tagout-only energy isolation, a recent conversion to lockout-tagout has been an objective to enhance personnel safety. Participants will present short case studies of energy isolation incidents discuss how applied locks address human interface issues.</p>	
9:00 am – 9:45 am	<b>TD-9 Duke Step Function Safety Improvement</b> <i>Joint session with Fossil Committee</i>	<i>Port</i>
	<p><b>Duke Energy Representative</b></p> <p>In 2014, Duke Transmission had a very difficult year in terms of accidents and 2 fatalities. In 2015, we had one of the best TIGR rates in the industry, and to date, 2016 has been outstanding safety-wise. Duke has implemented 2 safety initiatives that appear to be resulting much improved safety performance; Keys to Life and Cardinal Electric Safety Rules.</p>	
9:45 am – 10:15 am	<b>BREAK</b>	<i>Riverside Lobby</i>

10:15 am – 11:00 am	<b>TD-10 Leadership Development Strategy</b> <i>Joint session with T&amp;D Committee</i>	<i>Port</i>
	<b>Trish Villa</b> , CPS Energy	
	<b>Eileen Brannon</b> , Oncor Electric Delivery	
	How do you develop your future and current leaders? During this session, panelists will review their companies' accomplishments and failures. The session will focus on four major components: <ul style="list-style-type: none"> <li>◆ Why the quality of your leadership can determine the fate of your company.</li> <li>◆ With four generations in the work force, what talent gaps are there in your current and future leadership?</li> <li>◆ How do you identify and develop current and future leaders?</li> <li>◆ Is there a difference in leadership development between salaried and wage-scale employees</li> </ul>	
11:00 am – 12:00 pm	<b>TD-11 PSE&amp;G—Best Practices Review</b>	<i>Port</i>
	<b>Joe Martucci</b> , Public Service Electric and Gas Company	
	A Recap and discussion of PSE&G Best Practices Session from June	
12:00 pm – 1:00 pm	<b>LUNCH</b>	<i>River Room</i>
1:00 pm – 2:00 pm	<b>TD-12 ATC Morgan Neutral Isolation Device (NID)</b>	<i>Port</i>
	<b>Mike Londo</b> , American Transmission Company	
	A discussion/presentation on a viable and cost-effective solution to the problems that our Nation's Power Transformers face when exposed to Geo-Magnetically Induced Current (GIC). ATC was the first entity in the world to install this Device in the Neutral Circuit for one of ATC's Power Transformers.	
2:00 pm – 2:45 pm	<b>TD-13 T&amp;D Member Success Story</b>	<i>Port</i>
	<b>T&amp;D Committee Member</b>	
	A brief presentation and discussion of Process improvement and benchmarking best practices/success stories.	
2:45 pm – 3:15 pm	<b>BREAK</b>	<i>Riverside Lobby</i>

3:15 pm – 4:00 pm	<b>TD-14 Debrief and Follow-Up on T&amp;D Survey Metrics Questions</b>	<i>Port</i>
	<p><b>Scott Clemons</b>, Tennessee Valley Authority</p> <p>One of the benefits of participation in the T&amp;D Committee at the EUCG is sharing of performance data and metrics. This session will discuss the revision of the current metrics data collection tables (file) to eliminate non-useful data and collect only the most beneficial data and metrics. This will allow for easier data submittal, better metrics comparison, and more participation.</p>	
4:00 pm – 4:30 pm	<b>TD-15 Session Wrap and Recap</b>	<i>Port</i>
	<p><b>Jesse Medlock</b>, Oncor Electric Delivery, T&amp;D Forum Chairperson</p> <p>A review of the days presentations and information shared regarding evening activities and the next days expectations.</p>	
<b>Wednesday, September 21</b>		
8:00 am – 9:00 am	<b>TD-16 Cyber Security &amp; CIP Security</b> <i>Joint session with Nuclear, Fossil, &amp; TS Committees</i>	<i>Chart Ballroom</i>
	<p><b>Special Agent Corey Harris</b>, Federal Bureau of Investigation <i>(New Orleans Field Office)</i></p> <p>The InfraGard program brings together representatives from the private and public sectors to help protect our nation’s critical infrastructure and key resources from attacks by terrorists, criminals, and others who wish us harm. InfraGard chapters with a total of more than 35,000 members work with FBI field offices to ward off attacks against critical infrastructure that can come in the form of computer intrusions, physical security breaches, or other methods. These members represent state, local, and tribal law enforcement, academia, other government agencies, communities, and private industry.</p>	
9:00 am – 9:20 am	<b>BREAK</b> — <i>Transition for Changing Rooms</i>	<i>Riverside Lobby</i>
9:20 am – 10:05 am	<b>TD-17 Capacitor Bank Monitoring</b>	<i>Port</i>
	<p><b>Scott Clemons</b>, Tennessee Valley Authority</p> <p>TVA was concerned about Capacitor Bank failures and formed a team to investigate the causes and look for solutions. Several program changes were made including on-line monitoring. This will be a general presentation and discussion of the changes made.</p>	
10:05 am – 10:35 am	<b>TD-18 Agenda Build</b>	<i>Port</i>
	<p><b>Jesse Medlock</b>, Oncor Electric Delivery, T&amp;D Forum Chairperson</p> <p>Spending time looking forward to the Spring Conference, and discussion potential topics for presentation.</p>	
10:35 am – 10:45 am	<b>BREAK</b> — <i>Hotel Check Out and Dismissal</i>	<i>Riverside Lobby</i>





**EUCG FALL 2016**

## **Technology Solutions Track Schedule**

# Technology Solutions Productivity Committee Sessions

## Monday, September 19

8:00 am – 9:30 am	<b>Opening General Session, Membership Meeting, and Keynote Address</b>	<i>Steering</i>
10:00 am – 12:00 pm	<b>TS-1 General Business Meeting</b> <b>Jacque Fuller</b> , Energy Northwest	<i>Bridge</i>
12:00 pm – 1:00 pm	<b>LUNCH</b>	<i>River Room</i>
1:00 pm – 2:00 pm	<b>TS-1 Continuation of General Business Meeting</b> <b>Jacque Fuller</b> , Energy Northwest	<i>Bridge</i>
2:00 pm – 2:45 pm	<b>TS-2 Asset Suite Project Update</b> <b>Jacque Fuller</b> , Energy Northwest This session is will present an overview of implementation of new Asset Suite Software and related processes at Energy NW	<i>Bridge</i>
2:45 pm – 3:15 pm	<b>BREAK</b>	<i>Riverside Lobby</i>
3:15 pm – 4:00 pm	<b>TS-3 Deployment of Desktop Software</b> <b>Darrel Barr</b> , STP Nuclear Operating Company Desktop software is a key element of individual productivity for all personnel. Technology, software licensing, and deployment alternatives have evolved significantly in recent years. Tablet and smart phones now play a major role with workers. Cloud based deployment like Office 365 is also under consideration with most companies. This session will be a discussion of how TS committee participants are managing this technology explosion.	<i>Bridge</i>
4:00 pm – 5:00 pm	<b>TS-4 Subject Matter Expert (SME) Registry</b> <b>Jack Flack</b> , JEF Services The Technology Solutions Committee is developing a registry of technical experts at each utility that can be contacted when needed. This session will go over the initial analysis and design of this repository.	<i>Bridge</i>

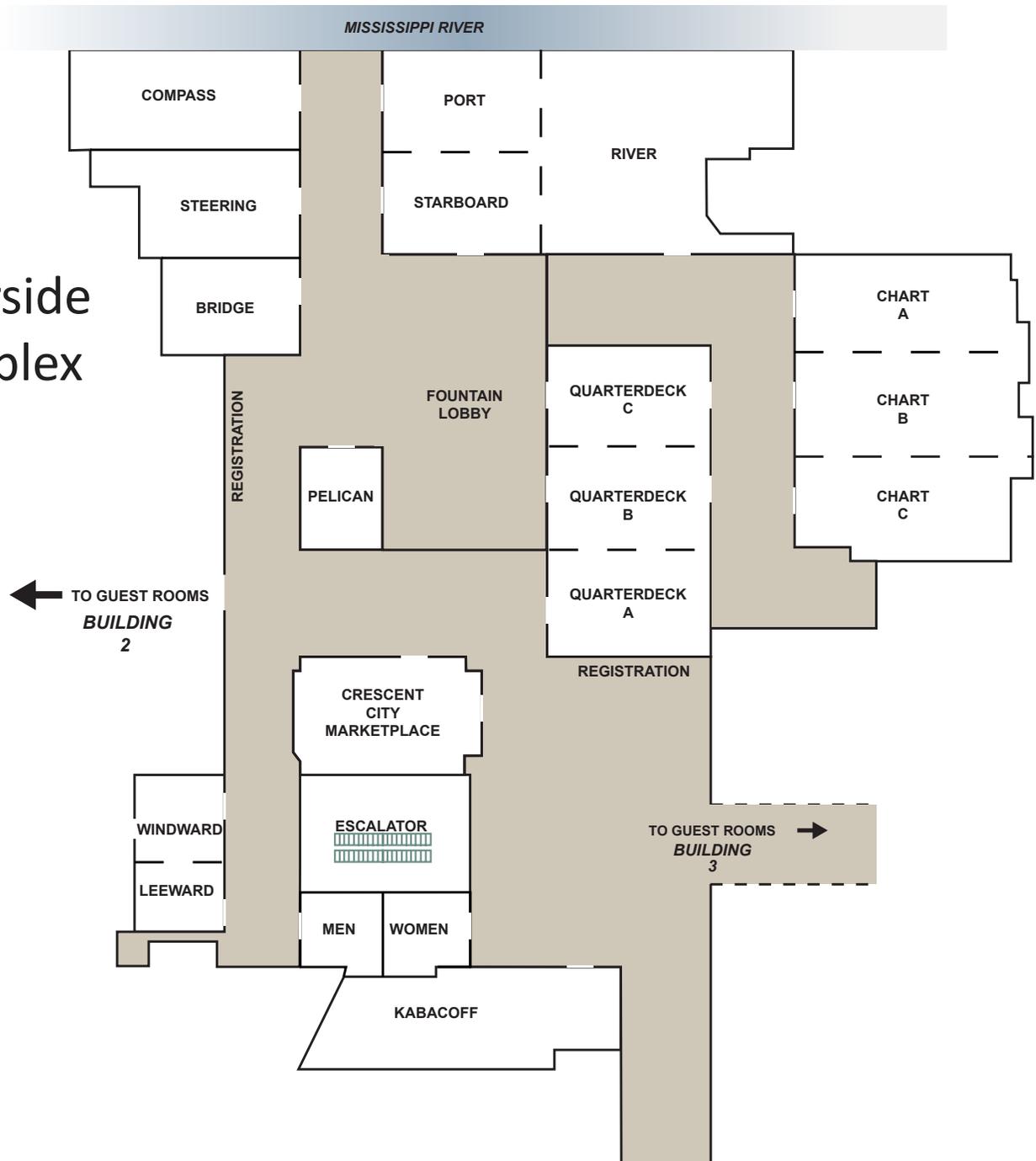
Tuesday, September 20		
8:00 am – 9:00 am	<b>TS-5 Key IT Performance Indicators (KPIs)</b>	<i>Bridge</i>
	<p><b>Survey of All</b></p> <p>This session will provide a discussion of how TC committee participants are monitoring and reporting KPIs. Participants are asked to bring examples of monthly metrics and reports and to be prepared to discuss past experiences and future direction.</p>	
9:00 am – 9:45 am	<b>TS-6 Changes to TSC Benchmark Data Elements</b>	<i>Bridge</i>
	<p><b>Jack Flack</b>, JEF Services</p> <p>The TS Committee benchmark model has been in place for 10 years now. It has been modified and refined as technology and business practices have dictated. For example, cyber security has become a major consideration at all utilities and is an ever increasing expense. This session will review all definitions and consider future changes to the benchmark model.</p>	
9:45 am – 10:15 am	<b>BREAK</b>	<i>Riverside Lobby</i>
10:15 am – 11:15 am	<b>TS-7 TSC 2015 Benchmark Results</b>	<i>Bridge</i>
	<p><b>Jack Flack</b>, JEF Services</p> <p>This session will review the results of the 2015 TSC Benchmark</p>	
11:15 am – 12:00 pm	<b>TS-8 IT Work Prioritization</b>	<i>Bridge</i>
	<p><b>Survey of All</b></p> <p>All IT organizations are being asked to do more with less and to focus on areas with high return on investment. This session will include a discussion of how each utility set project priorities, determination of O&amp;M/Capital, and Enhancements versus baseline.</p>	
12:00 pm – 1:00 pm	<b>LUNCH</b>	<i>River Room</i>
1:00 pm – 2:00 pm	<b>TS-9 Benchmark Report Review</b>	<i>Bridge</i>
	<p><b>Jack Flack</b>, JEF Services</p> <p>The TSC benchmark now produces more than 100 reports in addition to the ability of each company to produce their own custom reports with the database flat file. This session will review the existing benchmark reports with the goal of eliminating and revising as necessary.</p>	
2:00 pm – 2:45 pm	<b>TS-10 Data Dictionary Rewrite</b>	<i>Bridge</i>
	<p>Open Discussion</p> <p><b>Jacque Fuller</b>, Energy Northwest</p> <p>The current TSC data dictionary is a result of many years of modification and refinement. Companies that have participated in the benchmark for a number of years are familiar with most definitions. With the addition of new companies and new representatives its time to clarify and refine definitions across the board. This session will discuss the recent rewrite and update of the benchmark data dictionary.</p>	
2:45 pm – 3:15 pm	<b>BREAK</b>	<i>Riverside Lobby</i>

3:15 pm – 4:00 pm	<b>TS-11 Benchmark Data Collection Review</b>	<i>Bridge</i>
	<b>Chris Messer</b> , IT Database Manager Chris will discuss the most recent benchmark and lessons learned. The committee will also refine and finalize the 2017 benchmark data collection schedule.	
4:00 pm – 5:00 pm	<b>TS-12 Wrap up/Action Items</b>	<i>Bridge</i>
6:00 pm – 8:00 pm	<b>TSC TEAM DINNER</b>	
<b>Wednesday, September 21</b>		
8:00 am – 9:00 am	<b>TS-13 Cyber and Physical CIP Security</b> <i>Joint session with T&amp;D, Fossil, &amp; Nuclear Committees</i>	<i>Chart Ballroom</i>
	<b>Special Agent Corey Harris</b> , Federal Bureau of Investigation <i>(New Orleans Field Office)</i> The InfraGuard program brings together representatives from the private and public sectors to help protect our nation’s critical infrastructure and key resources from attacks by terrorists, criminals, and others who wish us harm. InfraGard chapters with a total of more than 35,000 members work with FBI field offices to ward off attacks against critical infrastructure that can come in the form of computer intrusions, physical security breaches, or other methods. These members represent state, local, and tribal law enforcement, academia, other government agencies, communities, and private industry.	
9:00 am – 9:45 am	<b>TS-14 2016 ITC Planning Session</b>	<i>Bridge</i>
	<b>Jacque Fuller</b> , Energy Northwest	
9:45 am – 10:15 am	<b>BREAK</b>	<i>Riverside Lobby</i>
10:15 am – 11:30 am	<b>Fall Agenda Topic Discussion</b>	<i>Bridge</i>
	<b>Jacque Fuller</b> , Energy Northwest	



# Hotel Floor Plan

## Riverside Complex



# Future Workshops

## 2017 SPRING CONFERENCE & WORKSHOP

▶ Marriott Charleston  
April 2-5, 2017  
Charleston, South Carolina



## ▶ 2017 FALL CONFERENCE & WORKSHOP

Portland Marriott  
Downtown Waterfront  
September 17-20, 2017  
Portland, Oregon









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