

EUCG FALL 2015

CONFERENCE & WORKSHOP

Shining a Light on Performance



September 20 – 23 | The U.S. Grant | San Diego, California



Welcome

Dear EUCG Colleagues,

On behalf of the EUCG Board of Directors, we welcome you to the 2015 Fall Conference & Workshop at the US GRANT Hotel in San Diego, California. It has been several years since EUCG has held a workshop on the west coast and there is no better spot than San Diego!

The Committee Chairs have worked very hard to assemble the finest presentations at this workshop. I want to again 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. While we know you focus on your particular committee of interest, make sure to take a look at all the committee schedules. You may find that there are things of interest for you or another member of your company. Of special note, is the joint session on Tuesday morning from 8 am – 9 am on Managing Cyber Security Risk featuring Kevin Heckel and Clark Oeler of Deloitte & Touche LLP.

We are thrilled to have an outstanding lineup of keynote speakers for this workshop. To “kick-off” our workshop in the Opening Session Welcome Address, we are pleased to have Dean Yarbrough, Director, Northern California Hydro Division/ Power Production Division of Southern California Edison (SCE). Dean currently directs day to day operation and maintenance activities at SCE’s Big Creek hydro project which includes 9 powerhouses, with 23 units and approximately 1000 MW of generation. Big Creek is located in the Sierra Nevada Mountains about 50 miles Northeast of Fresno, California.

In addition to Dean, we are delighted to have Scott McGaugh, noted best-selling author and marketing director of the USS Midway, speaking with us. Scott will explore the topic of “Courage Under Fire”. He will also give us an overview and historical background of the USS Midway as a “floating city”. Mr. McGaugh’s talk will provide great insights and introduction to the USS Midway as the venue for our always popular Monday Evening Networking reception and dinner event. You will have time to explore the USS Midway with docent-led tours and take in the breathtaking scenery that is San Diego harbor at night.

We are glad that you have joined us in San Diego! Remember to mark your calendar and join us April 17–20, 2016 at the Hilton St. Petersburg Bayfront in St. Petersburg, Florida for the 2016 Spring Conference & Workshop and September 18–21, 2016 at the Hilton New Orleans Riverside in New Orleans, Louisiana for the 2016 Fall Conference & Workshop.



George W. Sharp
EUCG President



Speakers



Scott McGaugh

Marketing Director, Author | The USS Midway Museum

Scott McGaugh is the USS Midway's founding Marketing Director (2004). He is the marketing architect of the world's most-visiting ship museum and 7th most popular museum of any type in America on tripadvisor.com. (www.midway.org)

Since 2004 he has written seven books, three of them about the USS Midway. In 2015, his Civil War biography, *Surgeon in Blue*, became a New York Times, Wall Street Journal and USA Today bestseller. His books have sold more than 100,000 copies.

(www.scottmccaugh.com)

McGaugh's writing has appeared in more than 150 newspapers and magazines across the country and he has appeared on the History Channel, Discovery Channel, Travel Channel and others. He is a highly sought university lecturer and event speaker.

McGaugh led the public relations campaign to relocate the Midway to San Diego. His work earned a Silver Anvil, the "Oscar" of the national Public Relations Society of America. His USS Midway public relations work has been featured in a textbook used by 142 colleges and universities. In addition, his Midway work has been taught as a case history at Harvard University.

During that time he also was the co-owner of a leading San Diego advertising and public relations agency whose clients included national hotel chains, entertainment destinations, agribusiness, real estate development and several hospitals.

Prior to returning to his hometown of San Diego in 1985 to begin his marketing career, McGaugh owned a weekly newspaper and two magazines in Colorado. He is a graduate of Arizona State University with a degree in political science after studying international relations at Uppsala (Sweden) University.



Dean Yarbrough

Director, Northern Hydro Division / Power Production Division | Southern California Edison

Dean joined SCE in November 2010 as the Director of Operations at the San Onofre Nuclear Generating Station (SONGS) with responsibility of oversight in management of day to day operation of the plant through September of 2013.

Dean currently directs day to day operation and maintenance activities at SCE's Big Creek hydro project which includes 9 powerhouses, with 23 units and approximately 1000 MW of generation. Big Creek is located in the Sierra Nevada Mountains about 50 miles Northeast of Fresno, California.

Prior to arriving at SONGS, Dean held numerous positions in the Operations division at the Exelon Nuclear Braidwood Generating Station for 26 years.

Leadership



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Agenda at a Glance

SUNDAY | September 20

8:00 am – 12:00 pm	Board of Directors Meeting	Executive Room
4:00 pm – 8:00 pm	Registration	Crystal Ballroom Foyer
4:30 pm – 5:00 pm	New Delegate Orientation	Executive Room
5:00 pm – 8:00 pm	Welcome Reception	Crystal Ballroom

MONDAY | September 21

7:00 am – 8:00 am	Breakfast					Palm Court
8:00 am – 9:30 am	Opening Session and Welcome Address: Dean Yarbrough Director, Northern Hydro Division/Power Production Division Southern California Edison Scott McGaugh Director of Marketing The USS Midway Museum					Presidential Ballroom BC
9:30 am – 10:00 am	Break					Presidential Ballroom Foyer
	FOSSIL <i>Executive Room</i>	HYDRO <i>Presidential Ballroom A</i>	IT <i>Congressional Room</i>	NUCLEAR <i>Presidential Ballroom D</i>	T&D <i>Sycuan Room</i>	
10:00 am – 11:00 am	FP1 (60 min) Effects of Renewable & Distributed Generation on the Grid, Capacity Planning, & Cost Recovery Joint Session with T&D in Presidential Ballroom BC	HP1 (30 min) Introduction and Business Updates	IT1 (45 min) General Business Meeting IT2 (75 min) Aligning IT Benchmark Costs with Nuclear	NC1 (60 min) Introduction & EUCG Business Update	TD1 (60 min) Effects of Renewable & Distributed Generation on the Grid, Capacity Planning, & Cost Recovery Joint Session with Fossil in Presidential Ballroom BC	
		HP2 (60 min) Top Performers: Analysis, Methodology and Results				
11:00 am – 12:00 pm				NC2 (60 min) Open Forum: Member Issue Tabling – Q&A	TD2 (15 min) T&D Welcome, Update and Business Meeting	
	FP2 (45 min) Chairman's Remarks/ Fossil Keynote	HP3A (30 min) Top Performers: Analysis and Results Including Long Term Leaders <i>Part 1</i>	TD3 (45 min) Use of Drones			
12:00pm – 1:00pm	Lunch					Palm Court

Agenda at a Glance

MONDAY September 21 (continued)					
	FOSSIL <i>Executive Room</i>	HYDRO <i>Presidential Ballroom A</i>	IT <i>Congressional Room</i>	NUCLEAR <i>Presidential Ballroom D</i>	T&D <i>Sycuan Room</i>
1:00 pm – 2:00 pm	FP3 (60 min) Financial Project Management Tools	HP3 (60 min) Top Performers: Analysis and Results Including Long Term Leaders <i>Part 2</i>	IT3 (105 min) Future Direction and Optimization of the ITC	NC3 (45 min) Decommissioning Practices Forum <i>Part 1: SONGS</i>	TD4 (45 min) Survival Curves for Transformers, URD Cable, and Capital Spend
				NC4 (60min) Decommissioning Practices Forum <i>Part 2</i>	TD5 (30 min) Transmission Pilot Program
2:00 pm – 2:45 pm	FP4 (45 min) Fleet-Wide Outage Coordination & Planning	HP4 (20 min) Staffing Survey Results – HPC Staffing Survey Review		Panel: NEI, OPG, Dominion, Duke, Exelon	TD6 (30 min) Exelon Safety Contractor Management: Partnering with ISN
		HP5 (25 min) Safety Survey Results			
2:45 pm – 3:15 pm	Break				<i>Presidential Ballroom Foyer</i>
3:15 pm – 4:15 pm	FP5 (60 min) GADS Data Collection	HP6 (75 min) GADS Data Collecting	IT3, cont. (45 min) Future Direction and Optimization of the ITC	NC5 (60 min) Nuclear Energy Institute (NEI) <i>Program Overview</i>	TD7 (30 min) ATC Outage Viewer
	Joint Session with Hydro Committee in Presidential Ballroom BC	Joint Session with Fossil Committee in Presidential Ballroom BC	IT4 (60 min) ITC Benchmark Results		TD8 (15 min) Success Story
4:15 pm – 5:15 pm					NC6 (45 min) Network Session: members meet to answer issues from NC2
	FP6 (45 min) CC/CT Database Report & Fossil Database Upgrade Status				
6:30 pm – 9:30 pm	Monday Evening Networking Dinner Event Aboard the USS Midway Enjoy an evening aboard the USS Midway Museum, the United States' longest-serving aircraft carrier in the 20th Century. Connect with international electric utility leaders while taking in this piece of history that has traveled the world. The evening will feature drinks, dinner, dessert, and tours of the USS Midway. <i>Buses will operate a continuous loop between the US Grant and the USS Midway 6:15 pm –9:45 pm</i>				<i>Meet in the hotel lobby to take the EUCG charter bus to the USS Midway.</i>

Agenda at a Glance

TUESDAY September 22					
7:00 am – 8:00 am	Breakfast				<i>Palm Court</i>
	FOSSIL <i>Executive Room</i>	HYDRO <i>Presidential Ballroom A</i>	IT <i>Congressional Room</i>	NUCLEAR <i>Presidential Ballroom D</i>	T&D <i>Sycuan Room</i>
8:00 am – 9:00 am	(60 min) Cyber Security: Managing Cyber Risk Joint Session in Presidential Ballroom BC	HP7 (40 min) Peer Review Follow Up HP9 (65 min) HR Staffing Metrics Presentation <i>Panel Discussion</i>	IT5 (60 min) Cyber Security: Managing Cyber Risk Joint Session in Presidential Ballroom BC	NC7 (60 min) Cyber Security: Managing Cyber Risk Joint Session in Presidential Ballroom BC	TD10 (60 min) Cyber Security: Managing Cyber Risk Joint Session in Presidential Ballroom BC
9:00 am – 9:45 am	FP7 (30 min) FPC Business Meeting		IT6 (45 min) IT Asset Lifecycle Management	NC8 (45 min) EUCG Ad Hoc Survey Process: PSEG	TD11 (30 min) TBD
9:45 am – 10:15 am	Break				<i>Presidential Ballroom Foyer</i>
10:15 am – 11:00 am	FP8 (45 min) Safety Case Studies	HP10 (105 min) Maintenance Strategies for Different Unit Sizes	IT7 (60 min) Data Masking at Bruce Power	NC9 (45 min) Spring 2015 Task Team – Leadership Professional Development – <i>Business Support</i>	TD12 (30 min) Reliability, Safety, and T&D Survey Results TD13 (30 min) ATC Benchmarking
11:00 am – 12:00 pm	FP9 (60 min) Strategies for Safety Culture Change		IT8 (45 min) SAP to Passport Conversion	NC10 (60 min) Fall 2014 Task Team Wrap-Up	TD14 (30 min) TBD TD15 (15 min) Success Story
12:00 pm – 1:00 pm	Lunch				<i>Palm Court</i>

Agenda at a Glance

TUESDAY September 22 (continued)					
	FOSSIL <i>Executive Room</i>	HYDRO <i>Presidential Ballroom A</i>	IT <i>Congressional Room</i>	NUCLEAR <i>Presidential Ballroom D</i>	T&D <i>Sycuan Room</i>
1:00 pm – 2:00 pm	FP10 (45 min) 316(b) Compliance Strategies	HP11 (60 min) Value of Generation Outages	IT9 (45 min) Addressing Cell Phones in the ITC Benchmark	NC11 (60 min) Nuclear Integrated Information Database (NIID) Enhancements	TD16 (30 min) Black Swan
					TD17 (30 min) PECO Safety
2:00 pm – 2:30 pm	FP11 (45 min) CCR Rules Compliance	HP12 (30 min) Vote on Dam Safety Language	IT10 (45 min) IT/OT Convergence: Survey Results and Discussion	NC12 (30 min) Database Input process improvements	TD18 (15 min) Visual Analytics
2:30 pm – 3:00 pm	Break				<i>Presidential Ballroom Foyer</i>
3:00 pm – 4:00 pm	FP12 (45 min) Tracking & Improving Productivity	HP13 (60 min) Multi-Skilled Workforce Survey	(60 min) ITC Benchmark Data Collection Review	NC13 (60 min) Major Industry Issues Ranking and Breakout Team Assignment	TD19 (30 min) BGE Risk Registry
					TD20 (30 min) Tuesday Recap
4:00 pm – 5:00 pm	FP13 (45 min) 2016 Spring Conference Agenda Development	HP14 (60 min) Reporting Administrative Costs and Allocations: Surveys Results Review	(60 min) Wrap Up/Action Items	NC14 (60 min) Breakout Session: Major Industry Issues	
5:00 pm – 6:00 pm					
6:00 pm – 8:00 pm			ITC Team Dinner		

Agenda at a Glance

WEDNESDAY September 23					
7:00 am – 8:00 am	Breakfast				<i>Palm Court</i>
	FOSSIL <i>Executive Room</i>	HYDRO <i>Presidential Ballroom A</i>	IT <i>Congressional Room</i>	NUCLEAR <i>Presidential Ballroom D</i>	T&D <i>Sycuan Room</i>
8:00 am – 9:00 am	FP14 (45 min) Cycling Costs for Combined Cycle Plants	HP15 (45 min) Unexpected Event Reporting System – Trend Discussion		NC15 (105 min) Breakout Teams - Issue Refinement, Charter Development and Presentations	TD21 (30 min) TBD
					TD22 (30 min) Transmission Outage Management Roundtable
9:00 am – 9:45 am	FP15 (60 min) Integrated Resource Plans	HP16 (60 min) Unplanned Outage Analysis Presentation	(45 min) 2015 ITC Planning Session		TD23 (15 min) Success Story
					TD24 (30 min) Workshop Recap
9:45 am – 10:15 am	Break/ Check-Out				<i>Presidential Ballroom Foyer</i>
10:15 am – 11:00 am	FP16 (45 min) 2016 Spring Agenda Review	HP17 (30 min) Asset Management Maturity Matrix Presentation		NC16 (45 min) Summation of Actions and Overview of Spring 2016 Agenda	TD25 (45 min) Spring 2016 Agenda Build
		HP18 (75 min) HPC Business Meeting / 2016 Spring Agenda Review	(30 min) Fall Agenda Topic Discussion		
11:00 am – 12:00 pm				NC17 (60 min) Fall Workshop Wrap-up & Roundtable – EUCG NC Vice Chair	
12:00 pm	Adjourn & Box Lunch				<i>Presidential Ballroom Foyer</i>
12:00 pm – 4:00 pm				Nuclear Leadership Meeting	



EUCG Fall 2015

FOSSIL TRACK SCHEDULE

Fossil Committee Sessions

MONDAY September 21		
8:00 am– 9:30 am	EUCG General Session: Welcome & Keynote Speaker	<i>Presidential Ballroom BC</i>
9:30 am – 10:00 am	Break	<i>Presidential Ballroom Foyer</i>
10:00 am – 11:00 am	FP-01: Effects of Renewable & Distributed Generation on the Grid, Capacity Planning, & Cost Recovery <i>(Joint Session with T&D Committee)</i>	<i>Presidential Ballroom BC</i>
	<p>Elaina Ball, Austin Energy</p> <hr/> <p>Margot Everett, Pacific Gas and Electric</p> <hr/> <p>Steve Royall, Pacific Gas and Electric</p> <hr/> <p>Based on ever-improving “green” technologies, public demand, and regulatory drivers, renewable and distributed generation are on the rise. The variability and unpredictability of intermittent supply from renewables and distributed generation (wind, solar, etc.) pose challenges to grid stability and reliability. During this session, representatives from EUCG member utilities will discuss their companies’ strategies for adapting to these new realities in generation, transmission, and distribution of electricity.</p> <p>Elaina Ball is Vice President, Power Production at Austin Energy, where she is responsible for operations and maintenance at Decker Creek Power Station and the Sand Hill Energy Center, manages Power Production Engineering, and oversees joint projects at the Fayette Power Project and the South Texas Project. Elaina joined AE in 2012 as the plant manager at Decker Creek, where she focused on plant operations improvements and employee engagement. She has a BS degree in chemical engineering from the University of Texas at Austin and attended the University of Idaho Utility Executive course.</p> <p>Margot Everett is Senior Director, Analysis and Rates at Pacific Gas and Electric. In addition to roles of increasing responsibility at PG&E, Margot has served in roles at Constellation Energy, PacifiCorp, and Iberdrola. Margot received a BA and an MS in Applied Economics from the University of California at Santa Cruz.</p> <p>Steve Royall was recently named Hydro O&M Director at Pacific Gas and Electric, where he is responsible for the safe and reliable operation of 68 power plant facilities with over 3900 MW of generation capacity. Previously Steve worked as the director of combined cycles, reciprocating engines, solar, and fuel cell projects and has over 35 years of experience in the power generation industry. Working in a variety of plant operations and maintenance roles throughout his career, Steve has been involved in placing over 3500 MW of new combined cycle plants into commercial operation. Steve is a sitting committee member of PG&E’s safety integration committee and the Chairman’s ethics committee. Steve is also chairman of the Combined Cycle Users Group and a member of the EUCG Fossil Steering Committee.</p>	

MONDAY September 21 (continued)		
11:15 am–12:00 pm	FP-02: Chairman's Remarks / Fossil Keynote	<i>Executive Room</i>
	<p>Kenneth Mullinax, Tennessee Valley Authority</p> <hr/> <p>Edmund Taylor, Ohio Valley Electric Corporation</p> <hr/> <p>Following opening remarks from Fossil Productivity Committee Chairman Ed Taylor, Kenneth Mullinax will make the keynote presentation to kick off the Fossil track at the EUJG 2015 Fall Conference. Kenny Mullinax has over 25 years of experience in the utility industry. He began his career in 1990 at TVA's New Johnsonville Fossil Plant and has continued through the ranks with increasing responsibilities to his newest role as the Vice President of the Western Coal Region and Hydro Generation in TVA's generation fleet. In this role he has worked to help TVA's fleet meet its goal of becoming a leaner, more competitive organization while transitioning a large number of generating assets to their graceful retirement.</p>	
12:00 pm – 1:00 pm	Lunch	<i>Palm Court</i>
1:00 pm – 2:00 pm	FP-03: Financial Project Management Tools	<i>Executive Room</i>
	<p>Matthew Hicks, DTE Energy</p> <hr/> <p>Stephanie Maggard, Pacific Gas and Electric</p> <hr/> <p>David Tennis, Salt River Project (Moderator)</p> <hr/> <p>Panelists from FPC member utilities will describe tools and business processes used by their companies to manage financial projects. The discussion will address database applications, data visualization tools, dashboarding, and other project/asset management tools used to effectively manage and report on projects and plant systems.</p>	
2:00 pm – 2:45 pm	FP-04: Fleet-Wide Outage Coordination & Planning	<i>Executive Room</i>
	<p>Richard Clear, DTE Energy</p> <hr/> <p>Alex Doddoli, Salt River Project (Moderator)</p> <hr/> <p>Andrew Valencia, Lower Colorado River Authority</p> <hr/> <p>How does your company manage fleet-wide outage scheduling? During this session, panelists from FPC member utilities will describe how their companies plan and coordinate maintenance outages for the entire fleet. Topics will include support resource management, centralized scheduling services, scheduling software, generation and transmission outage coordination, financial planning, and outage request procedures.</p>	
2:45 pm – 3:15 pm	Break	<i>Presidential Ballroom Foyer</i>
3:15 pm – 4:15 pm	FP-05: GADS Data Collection <i>(Joint Session with Hydro Committee)</i>	<i>Presidential Ballroom BC</i>
	<p>Danya Boyd, Ameren Missouri</p> <hr/> <p>Leeth DePriest, Southern Company (Moderator)</p> <hr/> <p>John Schucknecht, Pacific Gas and Electric</p> <hr/> <p>Edmund Taylor, Ohio Valley Electric Corporation</p> <hr/> <p>NERC GADS data can be used for benchmarking and plant problem identification. Data integrity is extremely important for either of these activities and is of great concern to the NERC GADS working group. Panelists will discuss how they use their GADS data and share what they do to ensure data integrity.</p>	

4:30 pm – 5:15 pm	FP-06: CC/CT Database Report & Fossil Database Upgrade Status	<i>Executive Room</i>
<p>Evelyn Grant, Lower Colorado River Authority</p>		
<p>Joyce Jackson, Cook-Jackson, Inc.</p>		
<p>Evelyn Grant and Joyce Jackson will review the CC/CT Database submittals for 2014 and present a status report for the Fossil Productivity Database upgrade. The upgraded database will feature on-line data uploads for both CC/CT and conventional fossil units and a revised, more user-intuitive data output section.</p>		
6:30 pm – 9:30 pm	Monday Evening Networking Dinner Event Aboard the USS Midway <i>Buses will operate a continuous loop between the US Grant and the USS Midway. Meet in the hotel lobby to take the EUCG charter bus to the USS Midway.</i>	
TUESDAY September 22		
8:00 am– 9:00 am	Cyber Security – Managing Cyber Risk <i>(Joint Session with IT, Nuclear, and T&D Committees)</i>	<i>Presidential Ballroom BC</i>
<p>Kevin Heckel & Clark Oeler, Deloitte Touche LLP</p>		
<p>Kevin Heckel and Clark Oeler, two senior members of Deloitte Touche LLP, will discuss some of the current threats and include a view of and approach toward managing cyber risk in the Energy & Power industries including strategies for effective cyber risk management and governance over the technology and assets. Cyber security threats are rapidly mutating with new threat vectors that are challenging even the best-prepared companies. Coordinated attacks are becoming a reality in critical US sectors such as the electrical grid, financial systems and telecom networks.</p>		
9:15 am – 9:45 am	FP-07: FPC Business Meeting	<i>Executive Room</i>
<p>Joyce Jackson, Cook-Jackson, Inc.</p>		
<p>Edmund Taylor, 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. Joyce Jackson will present a status report on the EUCG's new web-based resource library, and report on the 2015 Outage Forum Workshop and discuss plans for the 2016 meeting.</p>		
9:45 am – 10:15 am	Break	
10:15 am – 11:00 am	FP-08: Safety Case Studies	<i>Executive Room</i>
<p>Kenneth Mullinax, Tennessee Valley Authority</p>		
<p>Edmund Taylor, Ohio Valley Electric Corporation</p>		
<p>Kenny Mullinax will present a case study of an arc flash event at the Tennessee Valley Authority. Power plants either use high-voltage power sources on site or transmit power off-site using overhead lines. Contractors and on-site maintenance personnel use mobile cranes or bucket trucks while performing outdoor maintenance of equipment. The OVEC-IKEC Clifty Creek Plant experienced a potentially fatal safety incident when a mobile crane was used near a high-voltage power line. In his presentation, Ed Taylor will discuss the conditions leading up to the safety incident and the results of operating a mobile crane in the vicinity of a high-voltage power line.</p>		

TUESDAY September 22 (continued)		
11:00 am–12:00 pm	FP-09: Strategies for Safety Culture Change	<i>Executive Room</i>
	Bryan Dubreuiel, Austin Energy	
	Tad Rose, DTE Energy	
	Steve Royall, Pacific Gas and Electric (Moderator)	
	Panelists from three FPC member utilities will describe how they implemented changes in the safety culture at their companies' plants.	
12:00 pm – 1:00 pm	Lunch	<i>Palm Court</i>
1:00 pm – 1:45 pm	FP-10: 316(b) Compliance Strategies	<i>Executive Room</i>
	Matthew Hicks, DTE Energy (Moderator)	
	Edmund Taylor, Ohio Valley Electric Corporation	
	What strategies are being implemented to comply with section 316(b) of the Clean Water Act? Panelists from FPC member utilities will provide a brief overview of the regulation (intent of the regulation, who is effected, timelines for compliance) and discuss the available compliance technology including cost; design and construction timelines; and effects on unit performance.	
1:45 pm – 2:30 pm	FP-11: CCR Rules Compliance	<i>Executive Room</i>
	Andrew Campbell, Tennessee Valley Authority	
	Ed Healy, Southern Company	
	Dave Thomas, DTE Energy (Moderator)	
	Panelists from FPC member utilities will describe their companies' strategies for complying with the final CCR rules, including modification of basins, closure of basins and plants, and other methods.	
2:30 pm – 3:00 pm	Break	<i>Presidential Ballroom Foyer</i>
3:00 pm – 3:45 pm	FP-12: Tracking & Improving Productivity	<i>Executive Room</i>
	Randy Mullinax & Patrick Embry, Southern Company	
	Southern Company has a 10-plus year history of conducting direct work studies and has documented how productivity enhancements have impacted the company's outage dollars. In their presentation, Randy Mullinax and Patrick Embry will discuss the reasons that Southern Company decided to focus on continuous productivity enhancements and review the results of those studies. They will also present information on how the company uses its intense pre-outage planning processes and structured direct work studies to achieve continuous improvements in the area of outage and contractor management.	
3:45 pm – 4:30 pm	FP-13: 2016 Spring Conference Agenda Development	<i>Executive Room</i>
	Steve Royall, Pacific Gas and Electric	
	Steve Royall, the FPC Vice Chairman and Agenda Coordinator, will facilitate a session devoted to planning the committee's agenda for the EUCG 2016 Spring Conference scheduled for April 17 – 20, 2016, in St. Petersburg, Florida. During the planning process, members will vote on presentations to be made and identify surveys to update.	

WEDNESDAY September 23		
8:00 am – 8:45 am	FP-14: Cycling Costs for Combined Cycle Plants	<i>Executive Room</i>
	Andrew Campbell, Tennessee Valley Authority	
	Steve Royall, Pacific Gas and Electric	
	Andrew Campbell and Steve Royall will present an overview of inputs and assumptions that member utilities may use to define the cycling cost of a combined cycle block. This will be followed by a facilitated open discussion to develop a member survey to benchmark cycling costs for presentation during the EUCG 2016 Spring Conference.	
8:45 am – 9:45 am	FP-15: Integrated Resource Plans	<i>Executive Room</i>
	Elaina Ball, Austin Energy	
	Andrew Campbell, TVA (Moderator)	
	Steve Royall, Pacific Gas and Electric	
	Integrated resource plans (IRPs) are intended to determine the most cost-effective way to meet future needs of utility customers. Panelists from FPC member utilities will describe their companies' IRP processes and lead a facilitated roundtable to give delegates the opportunity to discuss their own processes. Topics will include generating assets, programs, external stakeholder input, and regulations.	
9:45 am – 10:15 am	Break	<i>Presidential Ballroom Foyer</i>
10:15 am – 11:00 am	FP-16: Spring 2016 Agenda Review	<i>Executive Room</i>
	Steve Royall, Pacific Gas and Electric	
	Steve Royall, the FPC Vice Chairman and Agenda Coordinator, will review the results of the previous afternoon's planning session, present a preliminary FPC agenda for the EUCG 2016 Spring Conference, and begin the process of identifying speakers and panelists.	
11:00 am	Adjourn	<i>Presidential Ballroom Foyer</i>
12:00 pm	Box Lunch	<i>Presidential Ballroom Foyer</i>



EUCG Fall 2015

HYDRO TRACK SCHEDULE

Hydro Committee Sessions

MONDAY September 21		
8:00 am– 9:30 am	EUCG General Session: Welcome & Keynote Speaker	<i>Presidential Ballroom BC</i>
9:30 am – 10:00 am	Break	<i>Presidential Ballroom Foyer</i>
10:00 am – 10:30 am	HP-01: Introductions and Business Updates	<i>Presidential Ballroom A</i>
	<p>Chris Utracki, 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	HP-02: Top Performers Analysis, Methodology and Results	<i>Presidential Ballroom A</i>
	<p>John Schuknecht, Pacific Gas and Electric</p> <p>Patrick O’Connor, Oak Ridge National Laboratory</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>	
11:00 am – 12:00 pm	HP-03a: 2015 Top Performers – Analysis and Results Including Long Term Leaders	<i>Presidential Ballroom A</i>
	<p>Selected Top Performers will be invited to present.</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	Lunch	<i>Palm Court</i>
1:00 pm – 2:00 pm	HP-03a: 2015 Top Performers – Analysis and Results Including Long Term Leaders	<i>Presidential Ballroom A</i>
	<p>Selected Top Performers will be invited to present.</p> <p>This is a continuation of the 11:30 am session.</p>	
2:00 pm – 2:20 pm	HP-04: Staffing Survey Results – HPC staffing survey review	<i>Presidential Ballroom A</i>
	<p>Jim Miller, Signal Energy Consultants, LLC.</p> <p>The HPC members participated in the annual survey of their hydropower business units. This session will provide a view of the corrected data set and further analysis.</p>	

MONDAY September 21 (continued)		
2:20 pm – 2:45 pm	HP-05: Safety Survey Results	<i>Presidential Ballroom A</i>
	<p>Jim Miller, Signal Energy Consultants, LLC.</p> <p>In the spring 2015, the EUCG Hydroelectric Productivity Committee and National Hydro-power Association's Hydraulic Power Committee conducted a survey of safety metrics in each member hydropower business unit. The initial survey responses were presented at the 2015 spring meeting. This session will provide follow up on trends of these metrics and a comparison with OSHA stats of utility workers.</p>	
2:45 pm – 3:15 pm	Break	<i>Presidential Ballroom Foyer</i>
3:15 pm – 4:30 pm	HP-06: GADS Data Collection <i>(Joint Session with Fossil Committee)</i>	<i>Presidential Ballroom BC</i>
	Leeth DePriest , Southern Company (Moderator)	
	Danya Boyd , Ameren Missouri	
	John Schucknecht , Pacific Gas and Electric	
	Edmund Taylor , Ohio Valley Electric Corporation	
	NERC GADS data can be used for benchmarking and plant problem identification. Data integrity is extremely important for either of these activities and is of great concern to the NERC GADS working group. Panelists will discuss how they use their GADS data and share what they do to ensure data integrity	
6:30 pm – 9:30 pm	Monday Evening Networking Dinner Event Aboard the USS Midway <i>Buses will operate a continuous loop between the US Grant and the USS Midway. Meet in the hotel lobby to take the EUCG charter bus to the USS Midway.</i>	
TUESDAY September 22		
8:00 am– 8:40 am	HP-07: Peer Review Follow Up	<i>Presidential Ballroom A</i>
	Matt Dau , Bonneville Power Administration	
	Matt will lead a discussion of the action items that came out of the Data Review meeting in July.	
8:40 am – 9:45 am	HP-09: HR Staffing Metrics Presentation	<i>Presidential Ballroom A</i>
	Panelists TBD	
	Panel Discussion	
	Tracking of tenure, staff turnover, age distribution, retirement, eligibility, impacts on performance, cost and safety and any other staffing related metrics.	
9:45 am – 10:15 am	Break	<i>Presidential Ballroom Foyer</i>

10:15 am – 12:00 pm	HP-10: Maintenance Strategies for Different Unit Sizes	<i>Presidential Ballroom A</i>
	Dale Adams, Ontario Power Generation	
	Daniel Gosselin, Hydro Québec	
	Chuck DeVane, Southern Company	
	Scott Klabunde, North American Hydro Eagle Creek	
	<p>Panel discussion</p> <p>Maintenance strategy needs to match financial circumstances in which generating units operate. In accounting terms, the most fundamental measure of financial feasibility is the contribution margin which is the difference between revenues and variable costs of goods sold. Several factors are different when operating small generating units. For example, small units lack economies of scale and tend to have inherently higher unit energy costs. On the other hand, smaller units are able to execute maintenance in a more nimble and flexible manner. So, the questions are: how do these factors play out in various environments differing by water availability, operating regulations and changing energy prices; how can one select optimal maintenance strategy. This session will include short presentations from various organizations followed up by a discussion of best maintenance practices for small units.</p>	
12:00 pm – 1:00 pm	Lunch	<i>Palm Court</i>
1:00 pm – 2:00 pm	HP-11: Value of Generation Outages	<i>Presidential Ballroom A</i>
	Joel Preheim, Southern California Edison	
	Joel will lead the presentation and analysis of the survey conducted this summer and lead discussions within the Hydropower committee on how each participant values the impact of planned generation outages, some analysis areas include: direct sales impacts, ISO, overtime scheduling, ancillary services, etc.	
2:00 pm – 2:30 pm	HP-12: Vote on Dam Safety Language	<i>Presidential Ballroom A</i>
	Terry Ryan, Tacoma Power	
	Terry will lead a discussion of the proposal to create a new cost category for dam safety and public safety programs. The committee will vote on whether to accept the proposed language for inclusion in the Data Guide.	
2:30 pm – 3:00 pm	Break	<i>Presidential Ballroom Foyer</i>
3:00 pm – 4:00 pm	HP-13: Multi-Skilled Workforce Survey	<i>Presidential Ballroom A</i>
	Max Spiker, US Bureau of Reclamation	
	For years hydro generation utilities have relied on skilled master electricians, mechanics and operators with defined craft lines to perform operations and maintenance in their facilities. The industry is changing with new technology, automation of business lines and tighter profit margins. Industry may start seeing that implementing new technology into their plants requires a different skill level or multi-crafts to perform the work within the trade lines. This panel discussion will explore: Why? Why the utility opted for this method of multi-skilled craft positions. What? What they did to implement multi-skilled positions into the utility. What crafts did they multi-skill. How? How they implemented the change, things to think about when going through this analysis and how they got the employees up to speed to ensure they can do the work. We will also discuss how well is multi-skilled working where implemented?	

TUESDAY | September 22 (continued)

4:00 pm – 5:00 pm

**HP-14: Reporting Administrative Costs and Allocations:
Survey Results Review**

*Presidential
Ballroom A*

Chris Utracki, Ontario Power Generation, HPC Chairman

Due to variation of organizational structures and corporate cost allocations methods, reporting of administrative costs (A1/ A2) continues to present some challenges. This session will seek further clarification of definitions leading to better consistency in reporting. Results of the cost allocators' survey will be reviewed with the intention to provide reporting guidelines which in the best way relate costs to their drivers.



WEDNESDAY September 23		
8:00 am – 8:45 am	<p>HP-15: Unexpected Event Reporting System – Trend Discussion</p> <p><i>Presidential Ballroom A</i></p> <p>Max Spiker, US Bureau of Reclamation</p> <p>The Bureau of Reclamation operates and maintains 53 hydroelectric powerplants and many switchyards, pumping plants, and associated facilities that are important to electric power and water delivery systems. These facilities house complex electrical and mechanical equipment; protective relays and associated circuits play an essential role in protecting this equipment as well as the electric power system. Improving the reliability of this equipment is facilitated by analyzing the event when that equipment operates and ensuring that the operation is correct to prevent a recurring events. An overview of the Unexpected Event Reporting Program will be covered in the presentation as well as key issues that the program has identified since it was implemented in late 2011.</p>	
8:45 am – 9:45 am	<p>HP-16: Unplanned Outage Analysis Presentation</p> <p><i>Presidential Ballroom A</i></p> <p>Stephanie Maggard, Pacific Gas and Electric Company</p> <p>Stephanie will present the results of a data initiative PG&E undertook to improve the reliability of its generating facilities. The initiative included a review and analysis of forced outage data and incident reports to identify the common causes of unplanned outages and made recommendations for preventative and corrective actions.</p>	
9:45 am – 10:15 am	<p>Break</p> <p><i>Presidential Ballroom Foyer</i></p>	
10:15 am – 10:45 am	<p>HP-17: Asset Management Maturity Matrix Presentation</p> <p><i>Presidential Ballroom A</i></p> <p>Gordon Ashby, Bonneville Power Administration</p> <p>The Asset Management Maturity Matrix is a tool for hydro utilities to measure their company's level of implementation of the ISO 55000 standard. Gordon will provide an overview of the AMMM and share BPA's experience, preliminary results and thoughts for future uses of the tool.</p>	
10:45 am – 12:00 pm	<p>HP-18: HPC Business Meeting / 2016 Spring Agenda Planning</p> <p><i>Presidential Ballroom A</i></p> <p>Chris Utracki, Ontario Power Generation</p> <p>Matt Dau, Bonneville Power Administration</p> <p>Dave Sanna, United States Army Corps of Engineers</p> <p>During this session we will discuss Committee's business matters, provide budget update and develop the initial agenda for the Spring 2016 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.</p>	
12:00 pm	<p>Adjourn & Box Lunch</p> <p><i>Presidential Ballroom Foyer</i></p>	



EUCG Fall 2015

IT TRACK SCHEDULE

Information Technology Committee Sessions

MONDAY September 21		
8:00 am– 9:30 am	EUCG General Session: Welcome & Keynote Speaker	<i>Presidential Ballroom BC</i>
9:30 am – 10:00 am	Break	<i>Presidential Ballroom Foyer</i>
10:00 am – 10:45 am	IT-01: General Business Meeting	<i>Congressional Room</i>
10:45 am–12:00 pm	IT-02: Aligning IT Benchmark Costs with Nuclear The EUCG IT Committee has been conducting annual IT benchmarks for ITC members since 2006. The Nuclear committee also collects certain direct and indirect IT costs as part of their annual benchmark. This session will present Nuclear IT benchmark data for 2013 and 2014 along with comments and observations on how we might standardize the definitions between the two committees in the future.	<i>Congressional Room</i>
12:00 pm – 1:00 pm	Lunch	<i>Palm Court</i>
1:00 pm – 2:45 pm	IT-03: Future Direction and Optimization of the ITC Waco Bankston, STP The EUCG IT Committee is approaching the 10 year anniversary of service to its member utilities. IT support in the utility industry is an ongoing balance of innovative technology, efficiencies, and performance improvement for all areas of the industry. This session will include discussions on how the IT committee better serve the industry and add value to the members?	<i>Congressional Room</i>
2:45 pm – 3:15 pm	Break	<i>Presidential Ballroom Foyer</i>
3:15 pm – 4:00 pm	IT-03: Future Direction and Optimization of the ITC, <i>continued</i>	<i>Congressional Room</i>
4:00 pm – 5:00 pm	IT-04: ITC Benchmark Results Jack Flack This session will present key highlights of the most recent IT benchmark including standard reports and company comparisons.	<i>Congressional Room</i>
6:30 pm – 9:30 pm	Monday Evening Networking Dinner Event Aboard the USS Midway <i>Buses will operate a continuous loop between the US Grant and the USS Midway. Meet in the hotel lobby to take the EUCG charter bus to the USS Midway.</i>	
TUESDAY September 22		
8:00 am– 9:00 am	IT-05: Cyber Security – Managing Cyber Risk <i>(Joint Session with Fossil, Nuclear, and T&D Committees)</i> Kevin Heckel & Clark Oeler, Deloitte & Touche Kevin Heckel and Clark Oeler, two senior members of Deloitte Touche LLP, will discuss some of the current threats and include a view of and approach toward managing cyber risk in the Energy & Power industries including strategies for effective cyber risk management and governance over the technology and assets. Cyber security threats are rapidly mutating with new threat vectors that are challenging even the best-prepared companies. Coordinated attacks are becoming a reality in critical US sectors such as the electrical grid, financial systems and telecom networks.	<i>Presidential Ballroom BC</i>

TUESDAY September 22 (continued)		
9:00 am – 9:45 am	IT-06: IT Asset Lifecycle Management Survey Results	<i>Congressional Room</i>
	Jacque Fuller, Energy NW	
	IT departments are under constant pressure to do more with less. Finding a balance between maintaining productivity and staying within budget is a continual challenge. Recent survey results will be reviewed to facilitate a discussion on best practices.	
9:45 am – 10:15 am	Break	<i>Presidential Ballroom Foyer</i>
10:15 am – 11:15 am	IT-07: Data Masking at Bruce Power	<i>Congressional Room</i>
	Mac Khamis, Bruce Power	
	As part of Bruce Power's transition from SAP to WorkDay, a cloud-based solution, for its critical HR and Finance systems, it was necessary to ensure that certain sensitive company employee data be redacted for confidentiality and data integrity purposes. Bruce Power adopted a "data masking" approach for certain parts of the organization and this presentation will cover the methodology used to achieve this important requirement".	
11:15 am – 12:00 pm	IT-08: SAP to Passport Conversion	<i>Congressional Room</i>
	Ontario Power Generation	
	This session will focus on the issues and lessons learned during the conversion of one of their largest enterprise-wide systems.	
12:00 pm – 1:00 pm	Lunch	<i>Palm Court</i>
1:00 pm – 1:45 pm	IT-09: Addressing Cell Phones in the ITC Benchmark	<i>Congressional Room</i>
	Facilitated discussion	
	Utilities are currently handling cell phones in a number of different ways including central management and funding of company owned/leased phones, decentralized management and funding of company owned/leased phones, reimbursed use of personal phones, and non-reimbursed use of personal phones. Due to the diversity of management approaches the ITC benchmark has left cell phone costs out of scope. This session will revisit this strategy and consider including cell phone costs within the scope of the benchmark	
1:45 pm – 2:30 pm	IT-10: IT/OT Convergence	<i>Congressional Room</i>
	Discussion	
	SCADA and process control technology are the "other side of IT operations" at most utilities. These technologies have evolved from individual hardware based devices tied to very specific data capture and process equipment. Today much of this technology uses off-the-shelf general purpose IT equipment, software, and networks. How do companies manage this critical infrastructure and should these costs be included in the IT benchmark?	
2:30 pm – 3:00 pm	Break	<i>Presidential Ballroom Foyer</i>
3:00 pm – 4:00 pm	ITC Benchmark Data Collection Review	<i>Congressional Room</i>
	Chris Messer, IT Database Manager	
4:00 pm – 5:00 pm	Wrap up/Action Items	<i>Congressional Room</i>
6:00 pm – 8:00 pm	ITC Team Dinner	

Information Technology

WEDNESDAY September 23		
9:00 am – 9:45 am	ITC Benchmark Schedule	<i>Congressional Room</i>
9:45 am – 10:15 am	Break/ Check Out	<i>Presidential Ballroom Foyer</i>
10:45 am – 11:30 am	Fall Agenda Topic Discussion	<i>Congressional Room</i>
12:00 pm	Adjourn & Box Lunch	<i>Presidential Ballroom Foyer</i>





EUCG Fall 2015

NUCLEAR TRACK SCHEDULE

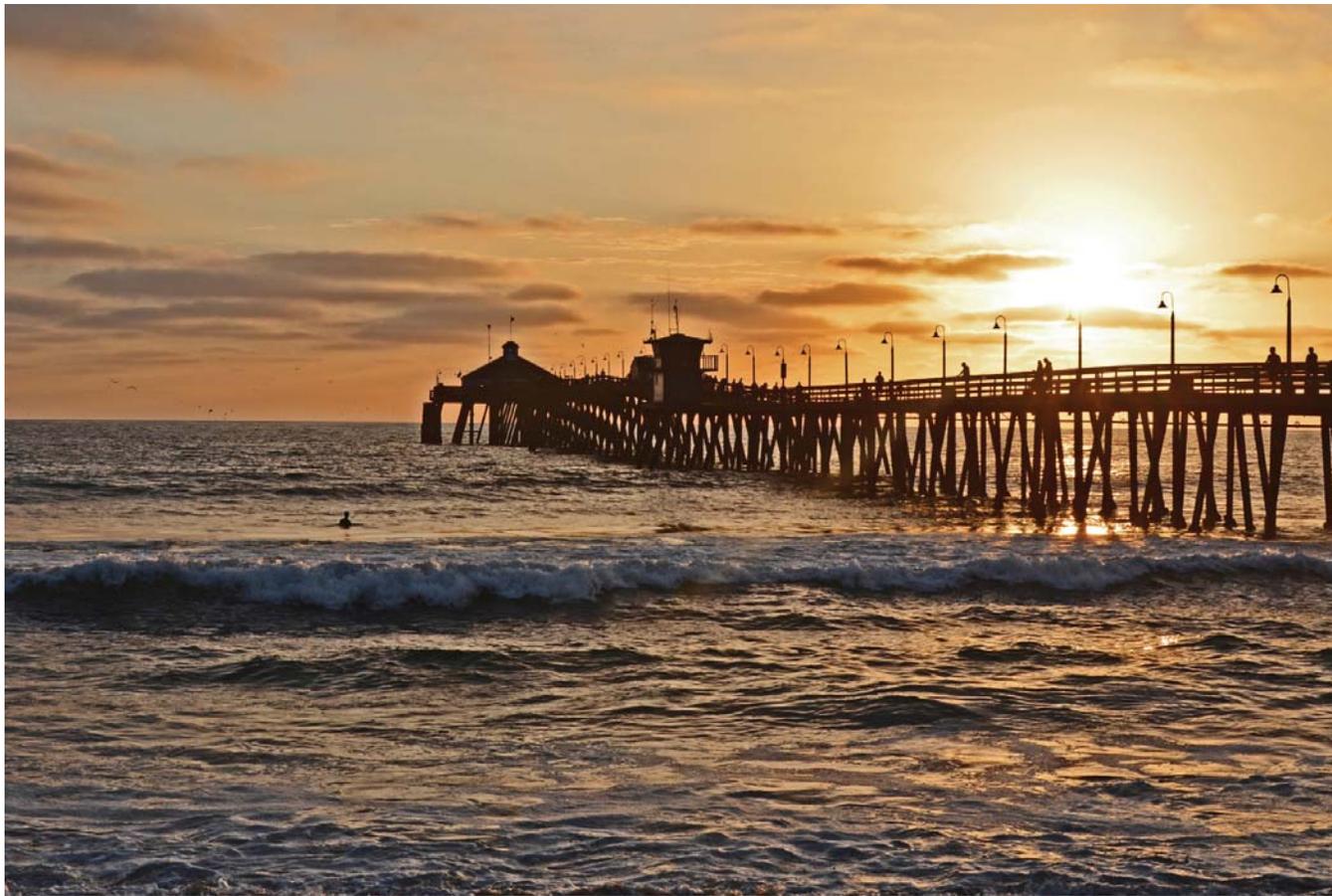
Nuclear Committee Sessions

MONDAY September 21		
8:00 am– 9:30 am	EUCG General Session: Welcome & Keynote Speaker	<i>Presidential Ballroom BC</i>
9:30 am – 10:00 am	Break	<i>Presidential Ballroom Foyer</i>
10:00 am – 11:00 am	NC-01: Introduction & EUCG Business Update	<i>Presidential Ballroom D</i>
	David Ward, Duke Energy, Chair, Nuclear Committee	
	Glenn Inouye, Ontario Power Generation, Vice Chair, Nuclear Committee	
	<p>David Ward will kick-off the agenda for the Fall 2015 Nuclear Workshop, by facilitating the introduction of the workshop attendees, highlighting the workshop agenda and discussing general EUCG NC business and related issues.</p> <p>Glenn Inouye will provide an update on the progress of the strategic actions currently underway in the Nuclear Committee, in support of the 2015 Nuclear Strategic Plan.</p> <p><i>Note: If attendees have any issue (s) they would like addressed at this workshop, they need to complete the Issue Form (NC-FM-09 included in the registration material) and provide it to the Nuclear Committee Coordinator (NCC), during this session. The Chair will raise these issues in the following Open Forum session (NC2).</i></p>	
11:00 am–12:00 pm	NC-02: Open Forum – Member Issue Tabling	<i>Presidential Ballroom D</i>
	<p>David Ward, Chair, Nuclear Committee</p> <p>David Ward will facilitate this session where issues forwarded by members prior to the workshop will be tabled for discussion. This will be followed by the tabling of other issues that members submitted via the Issue Forms from Session NC1. This discussion of issues is intended to encourage members to interact with their peers during the workshop. The questions raised during this session can include polling type questions; enquiring about specific practices or tools deployed by other member companies. Where possible, the answers can be provided during this session. If the issue is deemed a major one, it could result in a breakout session on Tuesday.</p> <p><i>Note: Workshop attendees have the opportunity to meet with their counterparts in session NC6 to further discuss and address/resolve the issues raised during this session</i></p>	
12:00 pm – 1:00 pm	Lunch	<i>Palm Court</i>

MONDAY September 21 (continued)		
1:00 pm – 1:45 pm	NC-03: Decommissioning Practices Forum – Part 1: SONGS	<i>Presidential Ballroom D</i>
	<p>David Opitz, Southern California Edison</p> <hr/> <p>This is the first of back-to-back sessions on Decommissioning practices. In this session, the presenter from San Onofre Nuclear Generating Station (SONGS). Mr. David Opitz will highlight key elements for the decommissioning of SONGS, from a business perspective. He will address where they are with the Project, the business issues being faced, cost structures and reporting requirements within the context of the core principles of Safety, Stewardship and Engagement.</p>	
1:45 pm – 2:45 pm	NC-04: Decommissioning Practices Forum – Part 2	<i>Presidential Ballroom D</i>
	<p>Nuclear Energy Institute</p> <hr/> <p>Ontario Power Generation</p> <hr/> <p>Dominion Generation</p> <hr/> <p>Duke Energy</p> <hr/> <p>Exelon</p> <hr/> <p>Panel Discussion</p> <p>This second session will begin with Michael Purdie of the Nuclear Energy Institute (NEI) providing an industry context on Decommissioning in terms of the various compliance regulations and rules that govern this very complex and highly sensitive program. This overview will be followed by short summaries of actions and issues from four member companies who have plants that have been shutdown/will be shutdown and on the path to decommissioning. It is hoped that these back-to-back sessions provide all members with an in-depth view of the decommissioning programs and how to manage the activities and work with the respective stakeholders.</p>	
2:45 pm – 3:15 pm	Break	<i>Presidential Ballroom Foyer</i>
3:15 pm – 4:15 pm	NC-05: Nuclear Energy Institute (NEI) - Program Overview	<i>Presidential Ballroom D</i>
	<p>Matt Crozat & Michael Purdie, NEI</p> <hr/> <p>Matt Crozat and Michael Purdie are the NEI representatives of the EUCG-NEI strategic partnership. They will introduce themselves to the Committee with emphasis on their background and roles at NEI. They will provide an overview of the NEI organizational structure and how it is set up for the betterment of the Industry. They will provide specifics on key initiatives planned or underway at NEI related to the Nuclear Industry and how cost information from EUCG brings value to that work. They will also highlight key aspects of the 2015 NEI Wall St briefing provided by Mr. Marvin Fertel, President and CEO of NEI which also included the value proposition of nuclear energy and the implications of the current and future electricity markets on the nuclear utility industry. This industry context from NEI is both useful and relevant to the business operations knowledge base of our committee members.</p>	
4:15 pm – 5:00 pm	NC-06: Network Session	<i>Presidential Ballroom D</i>
	<p>V. Gonsalves, Nuclear Committee Coordinator</p> <hr/> <p>Members have the opportunity to network with their counterparts to discuss details/answers to questions raised in NC2.</p>	
6:30 pm – 9:30 pm	Monday Evening Networking Dinner Event Aboard the USS Midway	
	<p><i>Buses will operate a continuous loop between the US Grant and the USS Midway. Meet in the hotel lobby to take the EUCG charter bus to the USS Midway.</i></p>	

TUESDAY September 22		
8:00 am– 9:00 am	NC-07: Cyber Security – Managing Cyber Risk <i>(Joint Session with Fossil, IT, and T&D Committees)</i>	<i>Presidential Ballroom BC</i>
	<p>Kevin Heckel & Clark Oeler, Deloitte Touche LLP</p> <p>Kevin Heckel and Clark Oeler, two senior members of Deloitte Touche LLP, will discuss some of the current threats and include a view of and approach toward managing cyber risk in the Energy & Power industries including strategies for effective cyber risk management and governance over the technology and assets. Cyber security threats are rapidly mutating with new threat vectors that are challenging even the best-prepared companies. Coordinated attacks are becoming a reality in critical US sectors such as the electrical grid, financial systems and telecom networks.</p>	
9:00 am –9:45 am	NC-08: EUCG Ad Hoc Survey Process	<i>Presidential Ballroom D</i>
	<p>Josh Caulder, PSEG</p> <p>Josh will speak to the benefits of the Nuclear Committee's Ad Hoc Survey process and how he has used it, over the past year, to address issues his company has raised. He will briefly cover what they learned from the survey responses and how these responses benefited PSEG.</p>	
9:45 am – 10:15 am	Break	<i>Presidential Ballroom Foyer</i>
10:15 am –11:00 am	NC-09: Spring 2015 Task Team - Leadership Professional Development – Business Support	<i>Presidential Ballroom D</i>
	<p>Stephanie Ringgold, Wolf Creek Nuclear Operating Company</p> <p>Stephanie Ringgold will facilitate a discussion with member companies regarding practices to create an 'effective business support team' at their companies. She will introduce the session by presenting practices currently being used at Wolf Creek. These practices will include actions/programs that address effective recruitment, retention, mentoring, training, engagement, developing talent and succession planning.</p>	
11:00 am–12:00 pm	NC-10: Fall 2014 Task Team Wrap-Up	<i>Presidential Ballroom D</i>
	Billy Carlton , Palo Verde Nuclear Generating Station	
	Ariel Moore , DTE Energy	
	Phillip Young , Exelon	
	<p>Billy Carlton (Team Lead) will summarize the Inventory Management Task team recommendations and the resulting feedback from the Spring Workshop. He will provide the status on the collaborative efforts with the industry's Nuclear Supply Chain Leadership Group (NSCLG) regarding common Inventory Management reporting. This is a positive step, as this collaboration between the two industry groups increases the chances that the recommendations become standard practice in the industry.</p> <p>Ariel Moore (Team Lead) will provide an overview of the Outage Task team recommendations and the efforts, over the summer, to gain consensus from the member companies on an industry standard basis for capturing outage data for benchmarking purposes. This recommendation emanated from the Spring meeting report. It is expected that this initiative under its current charter will be closed following the presentation at the Fall Workshop.</p> <p>Phil Young (Team Lead) will present a set of standard best practices for Capital Forecasting that the Team gathered and documented in a proposed best practice document. These practices include examples that members can use to get more accurate and timely current year forecasting of project needs. The expected benefit of these practices is that by implementing and utilizing these processes and techniques, it would allow the stations/companies to more accurately forecast project spend in order to better understand surpluses/gaps to budget and allow more efficient decision and execution of "push/pull" projects.</p>	

TUESDAY September 22 (continued)		
12:00 pm – 1:00 pm	Lunch	<i>Palm Court</i>
1:00 pm – 2:00 pm	NC-11 : Nuclear Integrated Information Database (NIID) Enhancements	<i>Presidential Ballroom D</i>
	<p>Christine Messer, Database Manager, Nuclear Committee</p> <p>Christine Messer will present the latest upgrades to NIID. These include enhancements to the data definition, new reports, and the development of CBT training feature. She will also present the EUCG-NC proposal in support of Primary and Data Provider NIID Training Qualifications.</p>	
2:00 pm – 2:30 pm	NC-12 : Database Input Process Improvements	<i>Presidential Ballroom D</i>
<p>Ives Zaldumbide, PG&E</p> <p>At the Spring Workshop PG&E identified an issue with respect to becoming more efficient in how they collected data and input to the annual NIID survey. Through the course of the summer, they assessed the data mapping, assigned data owners and developed a process to efficiently complete the survey. Ives Zaldumbide will discuss PG&E's approach, process and how they will go about completing the next survey in early 2016. This analysis and resulting process will be of value to all data providing members.</p>		



2:30 pm – 3:00 pm	Break	<i>Presidential Ballroom Foyer</i>
3:00 pm – 4:00 pm	NC-13: Major Industry Issues – Tabling	<i>Presidential Ballroom D</i>
	<p>David Ward, Duke Energy, Chair, Nuclear Committee</p> <hr/> <p>David Ward will present the high-level nuclear business issues, as endorsed by the EUCG NC – Executive Committee and any significant issues that emanated from the NC2 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 issues (Breakout Teams) tackled 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.</p>	
4:00 pm – 5:00 pm	NC-14: Breakout Team Session – Major Industry Issues	<i>Presidential Ballroom D</i>
	This session has been reserved for breakout team discussion and problem analysis assigned from NC13.	
WEDNESDAY September 23		
8:00 am – 9:45 am	NC-15: Breakout Team Session – Issue Refinement, Charter Development, and Presentations	<i>Presidential Ballroom D</i>
	<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 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 <i>after the Workshop</i>.</p>	
9:45 am – 10:15 am	Break/ Check Out	<i>Presidential Ballroom Foyer</i>
10:15 am – 11:00 am	NC-16: Summation of Workshop Actions and Overview of Spring 2016 Agenda	<i>Presidential Ballroom D</i>
	<p>David Ward, Duke Energy, Chair, Nuclear Committee</p> <hr/> <p>David will summarize the workshop actions and provide attendees with a preliminary view of the Spring 2016 Workshop (April 2016 - St Petersburg, Florida) agenda.</p>	
11:00 am – 12:00 pm	NC-17: Fall Workshop Wrap-up & Roundtable	<i>Presidential Ballroom D</i>
	<p>Glenn Inouye, Ontario Power Generation, Vice-Chair, Nuclear Committee</p> <hr/> <p>Glenn Inouye will wrap-up the workshop and canvas member feedback on the workshop content and facilities.</p>	
12:00 pm	Adjourn & Box Lunch	<i>Presidential Ballroom Foyer</i>
12:00 pm – 4:00 pm	Nuclear Leadership Team Meeting <i>Nuclear Leadership Team members only</i>	<i>Presidential Ballroom D</i>



EUCG Fall 2015

T&D TRACK SCHEDULE

Transmission & Distribution Committee Sessions

MONDAY | September 21

8:00 am– 9:30 am	EUCG General Session: Welcome & Keynote Speaker	<i>Presidential Ballroom BC</i>
9:30 am – 10:00 am	Break	<i>Presidential Ballroom Foyer</i>
10:00 am – 11:00 am	TD-01 : Effects of Renewable & Distributed Generation on the Grid, Capacity Planning, & Cost Recovery <i>(Joint Session with Fossil Committee)</i>	<i>Presidential Ballroom BC</i>
Elaina Ball , Austin Energy		
Margot Everett , Pacific Gas and Electric		
Steve Royall , Pacific Gas and Electric		
<p>Based on ever-improving “green” technologies, public demand, and regulatory drivers, renewable and distributed generation are on the rise. The variability and unpredictability of intermittent supply from renewables and distributed generation (wind, solar, etc.) pose challenges to grid stability and reliability. During this session, representatives from EUCG member utilities will discuss their companies’ strategies for adapting to these new realities in generation, transmission, and distribution of electricity.</p>		
<p>Elaina Ball is Vice President, Power Production at Austin Energy, where she is responsible for operations and maintenance at Decker Creek Power Station and the Sand Hill Energy Center, manages Power Production Engineering, and oversees joint projects at the Fayette Power Project and the South Texas Project. Elaina joined AE in 2012 as the plant manager at Decker Creek, where she focused on plant operations improvements and employee engagement. She has a BS degree in chemical engineering from the University of Texas at Austin and attended the University of Idaho Utility Executive course.</p>		
<p>Margot Everett is Senior Director, Analysis and Rates at Pacific Gas and Electric. In addition to roles of increasing responsibility at PG&E, Margot has served in roles at Constellation Energy, PacifiCorp, and Iberdrola. Margot received a BA and an MS in Applied Economics from the University of California at Santa Cruz..</p>		
<p>Steve Royall was recently named Hydro O&M Director at Pacific Gas and Electric, where he is responsible for the safe and reliable operation of 68 power plant facilities with over 3900 MW of generation capacity. Previously Steve worked as the director of combined cycles, reciprocating engines, solar, and fuel cell projects and has over 35 years of experience in the power generation industry. Working in a variety of plant operations and maintenance roles throughout his career, Steve has been involved in placing over 3500 MW of new combined cycle plants into commercial operation. Steve is a sitting committee member of PG&E’s safety integration committee and the Chairman’s ethics committee. Steve is also chairman of the Combined Cycle Users Group and a member of the EUCG Fossil Steering Committee.</p>		

MONDAY September 21 (continued)		
11:00 am–11:15 pm	TD-02: Welcome, Update, and Business Meeting Jesse Medlock , Oncor Electric Delivery, T&D Committee Chairperson This session, which will incorporate the following: <ul style="list-style-type: none"> » Welcome new members and member introduction: promote interaction and net-working during the Workshop. » Board of Director's update: communicate information on any new products/services and major policy changes. » General business meeting: discuss recent changes in the T&D benchmarking arena; seminar agenda overview. » Welcome new members and member introduction: promote interaction and net-working during the Workshop. » Member company overview. 	<i>Sycuan Room</i>
11:15 am–12:00 pm	TD-03: Use of Drones Linda Rhodes , ComEd Member companies will discuss their respective use of drones and the impact it is making in the arena of transmission line inspections. Other current and proposed future uses of drones will also be open discussed.	<i>Sycuan Room</i>
12:00 pm – 1:00 pm	Lunch	<i>Palm Court</i>
1:00 pm – 1:45 pm	TD-04: Survival Curves for Transformers, URD Cable, and Capital Spend Martin Narendorf , CenterPoint Capital investment prioritization relies on knowledge of the value generated from the capital investment versus the dollars spent on the investment – i.e. the value proposition. In many cases, value can be generated through direct reduction of other costs such as the annual operation and maintenance costs or value can be returned through the improvement of reliability or the mitigation of risk to the organization. The knowledge of the health condition of assets is also vital to the determination of the value of capital investments. CenterPoint Energy will discuss some results related to the development and utilization of survival curves for various asset classes to assist in the prioritization of capital spend.	<i>Sycuan Room</i>
1:45 pm – 2:15 pm	TD-05: Transmission Pilot Program Wanda Wilkerson , Oncor Presentation of a transmission pilot program to provide additional fault location information to controllers and first responders.	<i>Sycuan Room</i>
2:15 pm – 2:45 pm	TD-06: Exelon Safety Contractor Management: Partnering with ISN Radha Pillutla , Exelon Utilities Exelon will demonstrate the success of their partnership with ISN to build upon their contractor management process. ISN's online contractor management platform, ISNetworld®, collects and verifies Exelon's service providers' health and safety, procurement, quality and regulatory information across our three utility sites.	<i>Sycuan Room</i>
2:45 pm – 3:15 pm	Break	<i>Presidential Ballroom Foyer</i>

Transmission & Distribution

3:15 pm – 3:45 pm	TD-07: ATC Outage Viewer <i>Sycuan Room</i>
	<p>Kurt Weisman, ATC</p> <p>Demonstration on American Transmission Company's TOA outage viewer. The ATC Outage Viewer is a ATC-internal web mapping application that incorporates TOA data, The ATC Fault Locator tool, and GIS spatial intelligence to render outages in their approximate location. The application is designed to quickly analyze specific lines or outage types, and display outages trends or hot spots.</p>
3:45 pm – 4:00 pm	TD-08: Success Story <i>Sycuan Room</i>
	<p>TBD</p> <p>TBD</p>
4:00 pm – 4:30 pm	TD-09: Monday Recap <i>Sycuan Room</i>
	<p>Jesse Medlock, Oncor Electric Delivery, T&D Committee Chairperson</p> <p>Facilitated discussion to gather feedback from members on the day's presentations</p>
6:30 pm – 9:30 pm	<p>Monday Evening Networking Dinner Event Aboard the USS Midway <i>Buses will operate a continuous loop between the US Grant and the USS Midway. Meet in the hotel lobby to take the EUCG charter bus to the USS Midway.</i></p>
TUESDAY September 22	
8:00 am– 9:00 am	TD-10: Cyber Security – Managing Cyber Risk <i>Presidential Ballroom BC</i> <i>(Joint Session with Fossil, IT, and Nuclear Committees)</i>
	<p>Kevin Heckel & Clark Oeler, Deloitte Touche LLP</p> <p>Kevin Heckel and Clark Oeler, two senior members of Deloitte Touche LLP, will discuss some of the current threats and include a view of and approach toward managing cyber risk in the Energy & Power industries including strategies for effective cyber risk management and governance over the technology and assets. Cyber security threats are rapidly mutating with new threat vectors that are challenging even the best-prepared companies. Coordinated attacks are becoming a reality in critical US sectors such as the electrical grid, financial systems and telecom networks.</p>
9:00 am – 9:15 am	Transition to T&D Committee Room
9:15 am – 9:45 am	TD-11: TBD <i>Sycuan Room</i>
	<p>TBD</p> <p>TBD</p>
9:45 am – 10:15 am	Break <i>Presidential Ballroom Foyer</i>
10:15 am – 10:45 am	TD-12: Reliability, Safety, and T&D Survey Results <i>Sycuan Room</i>
	<p>Jesse Medlock, Oncor Electric Delivery, T&D Forum Chairperson</p> <p>Group discussion of 2015 Reliability, Safety, and T&D Survey results and related data analytics. Will also receive an update on the status of the Distribution Survey.</p>
10:45 am – 11:15 pm	TD-13: ATC Benchmarking <i>Sycuan Room</i>
	<p>Duncan Brooks, ATC</p> <p>American Transmission Co.'s benchmarking activities are an on-going effort. This presentation will provide an update on the status of those activities with particular emphasis on reliability metrics. Key focus is the effort to generate a "score" that melds asset value and maintenance spending with a key reliability metric.</p>

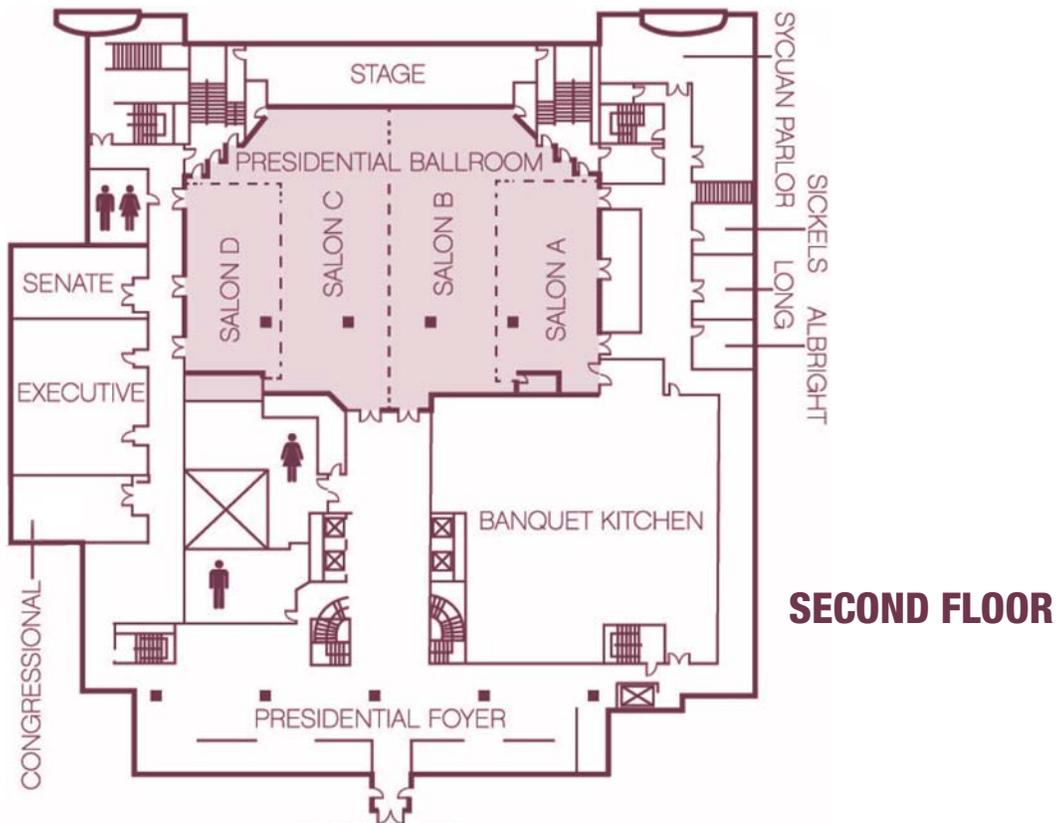
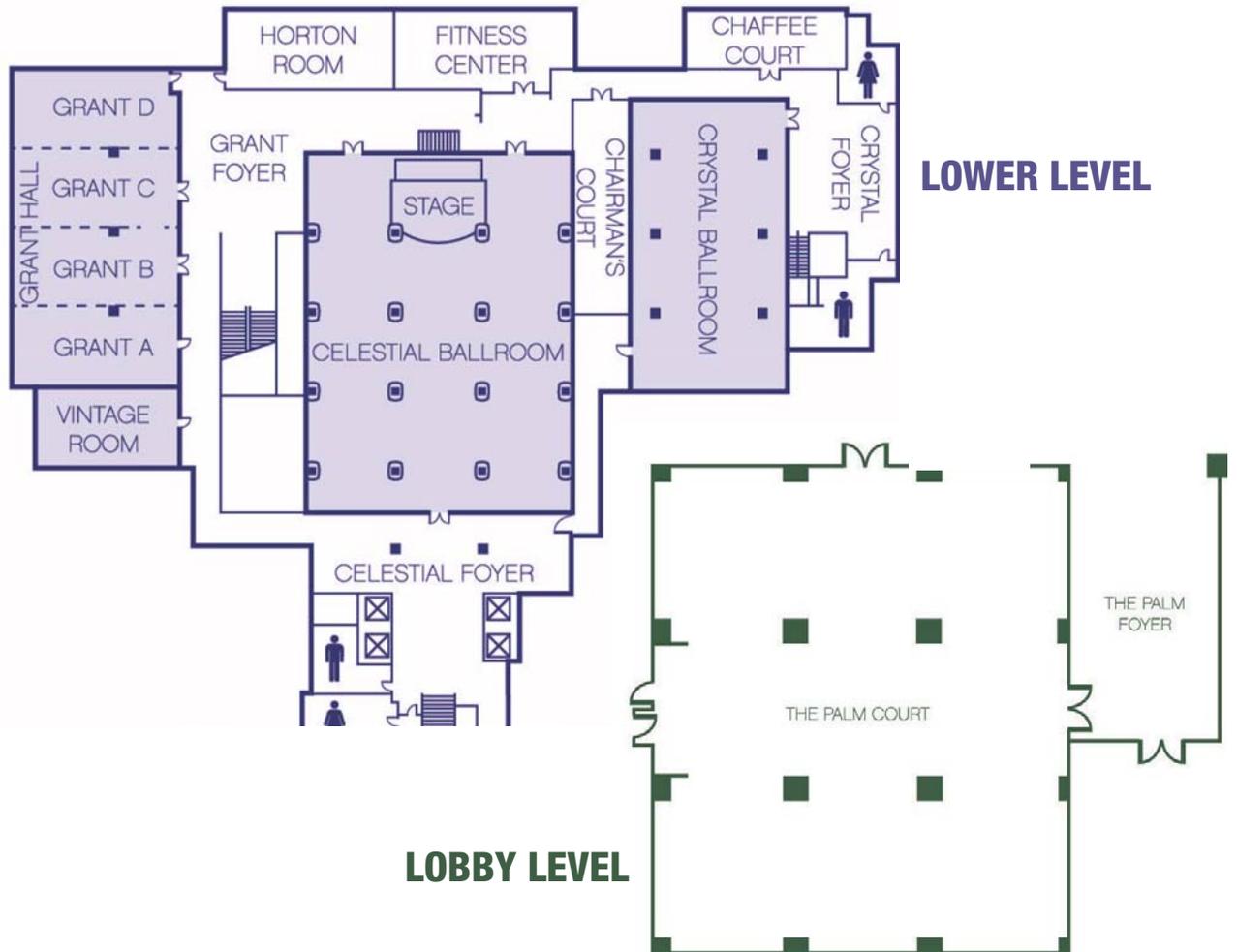
TUESDAY September 22 (continued)		
11:15 am–11:45 pm	TD-14: TBD	<i>Sycuan Room</i>
	TBD	
	TBD	
11:45 am–12:00 pm	TD-15: Success Story	<i>Sycuan Room</i>
	TBD	
	TBD	
12:00 pm – 1:00 pm	Lunch	<i>Palm Court</i>
1:00 pm – 1:30 pm	TD-16: Black Swan	<i>Sycuan Room</i>
	Joe Martucci, PSEG	
	<p>PSEG will provide a recap of their 2015 Gas and Electric Utility Peer Panel Best Practices Symposium – Recovery from a Major Crisis or a Black Swan Event. The presentation will include Best Practices in the following areas:</p> <ul style="list-style-type: none"> » Preparation before a Crisis or Black Swan occurs » Why Disaster Response and Business Continuity Plans are not enough » Managing an Incident vs. a Major Crisis or Black Swan event » Key leadership qualities and tactical execution roles needed for recovery » Improve ability to react when plans fail » Resilient response that keeps recovery impactful during lifecycle of event 	
1:30 pm – 2:00 pm	TD-17: PECO Safety	<i>Sycuan Room</i>
	Outside Speaker, PECO	
	Safety specialists from PECO will lead the committee in a discussion around their safety best practices.	
2:00 pm – 2:30 pm	TD-18: Visual Analytics	<i>Sycuan Room</i>
	Gloria Salazar, Oncor Electric Delivery	
	Oncor Electric Delivery will provide examples of visual analytics and how they utilize it as a means of exploring and understanding data. A tool to detect the expected and discover the unexpected.	
2:30 pm – 3:00 pm	Break	<i>Presidential Ballroom Foyer</i>
3:00 pm – 3:30 pm	TD-19: BGE Risk Registry	<i>Sycuan Room</i>
	Jeannine Beran, Baltimore Gas & Electric	
	Baltimore Gas and Electric will provide an in-depth look into their Risk Registry and how they utilize it to develop business strategies.	
3:30 pm – 4:00 pm	TD-20: Tuesday Recap	<i>Sycuan Room</i>
	Jesse Medlock, Oncor Electric Delivery, T&D Forum Chairperson	
	Facilitated discussion to gather feedback from members on the day's presentations.	
WEDNESDAY September 23		
8:00 am – 8:30 am	TD-21: TBD	<i>Sycuan Room</i>
	TBD	
	TBD	

Transmission & Distribution

8:30 am – 9:00 am	TD-22: Transmission Asset Management	<i>Sycuan Room</i>
	Ghana Grid Company	
	Oncor Electric Delivery	
	Roundtable Discussion Discussion will include several member companies perspective and approaches to Transmission asset management including discussion about asset management software, tools, and practices.	
9:00 am – 9:15 am	TD-23: Success Story	<i>Sycuan Room</i>
	TBD	
	TBD	
9:15 am – 9:45 am	TD-24: Workshop Recap	<i>Sycuan Room</i>
	Jesse Medlock, Oncor Electric Delivery, T&D Forum Committee Chairperson	
	Facilitated discussion to gather feedback from members on the workshop's presentations.	
9:45 am – 10:15 am	Break/ Check Out	<i>Presidential Ballroom Foyer</i>
10:15 am – 11:00 am	TD-25: Spring 2016 Agenda Build	<i>Sycuan Room</i>
	Jesse Medlock, Oncor Electric Delivery, T&D Forum Chairperson	
	Facilitated discussion to gather input from committee members and begin agenda build for the fall 2015 workshop.	
12:00 pm	Adjourn & Box Lunch	<i>Presidential Ballroom Foyer</i>



Hotel Floor Plan



Future Meetings

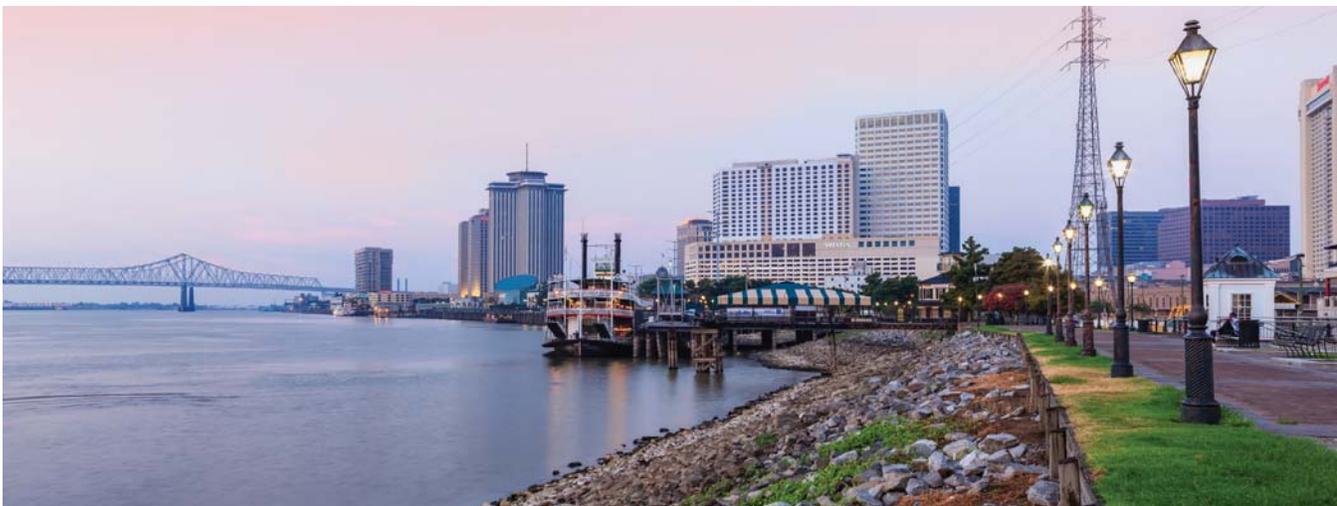


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