



April 2-5, 2017
Marriott Charleston • Charleston, SC

EUCG

2017 SPRING CONFERENCE & WORKSHOP



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Dear EUCG Colleagues,

On behalf of the EUCG Board of Directors, we welcome you to the 2017 Spring Conference & Workshop at the Marriott Charleston in Charleston, South Carolina. We are excited to be in this charming southern city.

The Committee Chairs and their teams 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, I want to encourage you to take a look at all the committee agendas. You may find that there are topics of interest for you or another member of your company.

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 Patrick Schwerdtfeger, leading authority on technology and data trends and founder of Trend Mastery Inc.

Our tradition of a fun and exciting Monday Evening Networking Event continues as we look forward to touring the South Carolina Aquarium. It is sure to be a great time!

One of the main functions of the EUCG Board of Directors is to set the strategic direction of the organization with a look toward the future. To this end, the EUCG board of directors began a strategic planning process at the 2016 Fall workshop in New Orleans and has continued that work in 2017, resulting in identifying several key initiatives that are intended to improve the value that EUCG brings to you and your companies.

One of the new initiatives we launched in 2016 was to formally create a Solar Committee. This committee will support the growing need to benchmark solar operations as more of our utilities are owning and operating solar assets to help meet expanding renewable energy mandates.

We are glad that you have joined us in Charleston! Remember to mark your calendar and join us September 17–20 at the Portland Marriott Downtown Waterfront in Portland, Oregon for the 2017 Fall Conference & Workshop and April 22–26, 2018 at the Hyatt Regency San Antonio in San Antonio, Texas for the 2018 Spring Conference & Workshop.



Stephanie Maggard

EUCG President

KEYNOTE SPEAKER



PATRICK SCHWERDTFEGER
www.patrickschwerdtfeger.com

Patrick Schwerdtfeger is a leading authority on technology trends including big data, artificial intelligence and the social media revolution. He has lectured at numerous academic institutions including Purdue and Stanford Universities, and is a regular speaker for Bloomberg TV. Patrick is the founder of Trend Mastery Inc. and host of the Strategic Business Insights video blog (with over 19,000 subscribers and four million views on YouTube). He has spoken about business trends, technology and digital marketing at

hundreds of conferences in dozens of cities around the world. Patrick discussed Learned Intuition at the TEDx Sacramento event in 2012.

Patrick is the author the award-winning book Marketing Shortcuts for the Self-Employed (2011, John Wiley & Sons, Inc.). His other books include Keynote Mastery: The Personal Journey of a Professional Speaker (2016, Authority Publishing), Webify Your Business: Internet Marketing Secrets for the Self-Employed (2009) and Make Yourself Useful: Marketing in the 21st Century (2008). He has been featured by the New York Times, LA Times, San Francisco Chronicle, Reader's Digest, CNN Money, Fortune, Bloomberg Businessweek, the Associated Press, MONEY Magazine and Forbes, among many others.

EUCG LEADERSHIP

STEPHANIE MAGGARD
President

Pacific Gas & Electric Company
PO Box 770000 | Mail Code N11E
San Francisco, CA 94177
415.973.2812
sam6@pge.com

JESSE MEDLOCK
Vice President

Oncor Electric Delivery
115 W. 7th St, Ste 1023
Ft. Worth, TX 76102
817.215.6549
jesse.medlock@oncor.com

EVELYN GRANT
Treasurer

Lower Colorado River Authority
6549 Power Plant Rd
LaGrange, TX 78945
979.249.8381
evelyn.grant@lcra.org

STEPHEN THORNTON
Marketing Director

Duke Energy
Progress Energy Building - PEB 7
410 S Wilmington St
Raleigh, NC 27601
919.546.4186
stephen.thornton@duke-energy.com

CHARLES W. BANKSTON
Emerging Issues Director

STP Nuclear Operating Co.
PO Box 289
Wadsworth, TX 77483
361.972.7227
cwbankston@stpegs.com

CHRIS UTRACKI
Hydroelectric Committee Chair

Ontario Power Generation
14000 Niagara Parkway ND2
Niagara on the Lake, ON L0S 1J0
Canada
905.357.0322 x 6004
chris.utracki@opg.com

DAVID WARD, JR.
Nuclear Committee Chair

Duke Energy
526 S Church Street
Charlotte, NC 28201
704.382.4943
dr.ward@duke-energy.com

STEVE ROYALL
Fossil Committee Chair

Pacific Gas & Electric Company
245 Market St, N11E
San Francisco, CA 94105
415.973.6115
sgr8@pge.com

EILEEN BRANNON
T&D Committee Chair

Oncor Electric Delivery
1616 Woodall Rodgers Frwy
Dallas, TX 75202
214.486.5309
eileen.brannon@oncor.com

RUBEN SOTO
Solar Committee Chair

Southern California Edison
1515 Walnut Grove Avenue
Rosemead, CA 91770
626.302.0587
ruben.soto@sce.com

GENERAL COUNSEL

Jerry Panaro
Howe & Hutton

EUCG STAFF

Don Kaiser
Executive Director

Katey Sanders
Program Administrator

Ron Chatelain
Staff Accountant



AGENDA AT-A-GLANCE

SUNDAY APRIL 2

| | | |
|-------------------|--|-------------------------------|
| 8:00 am – 1:30 pm | Board of Directors Meeting | <i>Opal One</i> |
| 4:30 pm – 5:00 pm | New Delegate Orientation | <i>Opal One</i> |
| 5:00 pm – 8:00 pm | Registration | <i>Emerald/Opal Promenade</i> |
| 5:00 pm – 8:00 pm | Welcome Reception <i>(In the case of inclement weather the reception will be held in the Topaz Ballroom)</i> | <i>Courtyard</i> |

MONDAY APRIL 3

| | | |
|--------------------|--|--------------------------------|
| 7:00 am | Registration | <i>Emerald/Opal Promenade</i> |
| 7:00 am – 8:00 am | Breakfast | <i>Crystal CD</i> |
| 8:00 am – 9:30 am | Opening Session and Welcome Address | <i>Emerald Two & Three</i> |
| 9:30 am – 10:00 am | Break | <i>Crystal CD</i> |

| | FOSSIL <i>Crystal A</i> | HYDRO <i>Topaz Room</i> | NUCLEAR <i>Emerald Salon One</i> | T&D <i>Crystal EF</i> |
|---------------------|--|---|---|--|
| 10:00 am – 11:00 am | FP1 (60 min) Unit Retirement Decisions & Strategies | HP1 (30 min) Welcome, Introductions & Business Updates | NC1 (60 min) Introductions & EUCG Business Update | TD (60 min) T&D Welcome, Update, and Business Meeting |
| | | HP2 (60 min) Commercial Availability | | |
| 11:00 am – 12:00 pm | FP2 (60 min) MATS Challenges | HP3 (30 min) Span of Control Survey – Summary Results | NC2 (60 min) Open Forum – Discussion of Member Issues | TD2 (60 min) Review of January EUCG Board Meeting |
| 12:00 pm – 1:00 pm | Lunch | | | <i>Crystal CD</i> |

| | FOSSIL <i>Crystal A</i> | HYDRO <i>Topaz Room</i> | NUCLEAR <i>Emerald Salon One</i> | T&D <i>Crystal EF</i> |
|--------------------|---|---|---|---|
| 1:00 pm – 2:00 pm | FP3 (50 min) Safety Case Studies | HP4 (60 min) Asset Management Program Results for Replacement Strategy | NC3 (60 min) Nuclear New Build | TD3 (45 min) Accelerated Designer Training Program |
| | <i>Transition to Topaz Room</i> | | | TD4 (30 min) EUCG Resource Library |
| 2:00 pm – 2:45 pm | FP4 (45 min) Report on Fatal Accident at TVA's Wilson Hydroelectric Plant <i>Joint Session with Hydro Committee in Topaz Room</i> | HP5 (45 min) Report on Fatal Accident at TVA's Wilson Hydroelectric Plant <i>Joint Session with Fossil Committee in Topaz Room</i> | NC4 (45 min) Delivering the Nuclear Promise Program – Sharing Practices | TD5 (30 min) Step Function Safety Improvement - Update |
| 2:45 pm – 3:15 pm | Break | | | <i>Crystal CD</i> |
| 3:15 pm – 4:15 pm | FP5 (60 min) Communicating Safety Information to Internal Groups | HP6 (45 min) Data Visualization Tools | NC5 (60 min) Delivering the Nuclear Advantage | TD6 (30 min) PSEG Presentation |
| | | HP7 (60 min) EUCG Strategic Board Meeting Update | | TD7 (30 min) T&D Member Company Success Story |
| 4:15 pm – 5:15 pm | FP6 (30 min) Monday Debrief | | NC6 (30 min) Bruce Power Major Plant Refurbishment | TD8 (30 min) Monday Recap |
| | | | NC7 (30 min) Issue Discussion and Network Session | |
| 6:00 pm – 10:00 pm | Monday Evening Networking Dinner Event – South Carolina Aquarium <i>Attendees will meet at the Crystal Ballroom entrance of the hotel. Buses will operate on a continuous loop between the hotel & aquarium from 6–10 pm</i> | | | |
| | Enjoy an evening at the South Carolina Aquarium. Connect with international electric utility leaders while exploring the aquarium exhibits. The evening will feature tours of the aquarium, drinks, dinner, and dessert. We will again be having shuttles doing constant loops between the hotel and the South Carolina Aquarium, so even if you have to make it a short evening, you can come out, relax, and enjoy the fun. | | | |

AGENDA AT-A-GLANCE

TUESDAY APRIL 4

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|---------------------|--|--|--|--|--|
| 7:00 am | | Registration | | | <i>Emerald/Opal Promenade</i> |
| 7:00 am – 8:00 am | | Breakfast | | | <i>Crystal CD</i> |
| | | FOSSIL <i>Crystal A</i> | HYDRO <i>Topaz Room</i> | NUCLEAR <i>Emerald Salon One</i> | T&D <i>Crystal EF</i> |
| 8:00 am – 9:00 am | | FP7 (60 min) Fleet Flexibility | HP8 (40 min) HPC 2016 Annual Report Draft Review & Discussion | NC8 (60 min) 2016 Top Industry Performer (TIP) Award winner in Management Processes – Best Practices in Innovative Risk Assessment | TD9 (60 min) BGE |
| | | | HP9 (65 min) O&M Projects – Successes & Failures – Lessons Learned | | |
| 9:00 am – 9:45 am | | FP8 (45 min) Fleet-Level Business Planning | | NC9 (45 min) Nuclear Energy Institute's (NEI) 2017 Policy Priorities and Strategy | TD10 (45 min) Baseline Performance Management |
| 9:45 am – 10:15 am | | Break | | | <i>Crystal CD</i> |
| 10:15 am – 11:15 am | | FP9 (45 min) CT Technology Upgrades | HP10 (105 min) Incentive Programs & Score Card Comparisons | NC10 (45 min) Energy Information Administration (EIA) Industry Analysis | TD11 (45 min) Joint Use - They Want to Put What On Your Distribution Pole? |
| 11:15 am – 12:00 pm | | FP10 (60 min) HRST, Inc.: Things to Consider When Upgrading Your CTs | | NC11 (60 min) Task Team Reports | TD12 (30 min) Lean Six Sigma/ POWER ON. DELIVER STRONG. Update |
| | | | | | TD13 (30 min) Activity Based Accounting Discussion |
| 12:00 pm – 1:00 pm | | Lunch | | | <i>Crystal CD</i> |

AGENDA AT-A-GLANCE | TUESDAY, APRIL 4

| | FOSSIL <i>Crystal A</i> | HYDRO <i>Topaz Room</i> | NUCLEAR <i>Emerald Salon One</i> | T&D <i>Crystal EF</i> |
|-------------------|---|--|---|--|
| 1:00 pm – 2:00 pm | FP11 (60 min) CT Parts Management Strategies | HP11 (60 min) PG&E's New Cost Model – Challenges & Opportunities | NC12 (45 min) Nuclear Integrated Information Database (NIID) Enhancements | TD14 (45 min) Environmental Issues Discussion |
| 2:00 pm – 2:45 pm | FP12 (45 min) Simple-Cycle CT Reliability | HP12 (45 min) Data Review Meeting (July 11-13, 2017) – Overview, Objectives, & Logistics | NC13 (30 min) Nuclear Committee 2017 Strategic Plan | TD15 (60 min) Review of January EUCG Board Meeting – Follow-up |
| | | | NC14 (30 min) EUCG Nuclear Committee Document Library System – Phase 2 Overview | |
| 2:45 pm – 3:15 pm | Break | | | <i>Crystal CD</i> |
| 3:15 pm – 4:00 pm | FP13 (45 min) 2017 Fall Conference Agenda Development | HP13 (30 min) Utilization of Benchmarking Data | NC15 (45 min) Major Issues Discussion and Ranking | TD16 (45 min) Agenda Build |
| 4:00 pm – 5:00 pm | FP14 (30 min) Tuesday Debrief | HP14 (75 min) Operating Procedures – Lockout and Tagout – Panel Discussion | NC16 (60 min) Major Issues Breakouts – Issue Refinement, Charter Development | TD17 (30 min) T&D Member Company Success Story |
| 5:30 pm – 7:30 pm | | | | (120 min) T&D Networking Dinner |

WEDNESDAY APRIL 5

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|-------------------|---------------------|-------------------------------|
| 7:00 am | Registration | <i>Emerald/Opal Promenade</i> |
| 7:00 am – 8:00 am | Breakfast | <i>Crystal CD</i> |

AGENDA AT-A-GLANCE | WEDNESDAY, APRIL 5

| | FOSSIL <i>Crystal A</i> | HYDRO <i>Topaz Room</i> | NUCLEAR <i>Emerald Salon One</i> | T&D <i>Crystal EF</i> |
|---------------------|---|--|---|---|
| 8:00 am – 9:00 am | FP15 (45 min) NERC-CIP Compliance: Physical Security <i>Joint Session with T&D Committee in Crystal A</i> | HP15 (45 min) Restructuring to Meet Present and Future Demands – Asset Management Initiatives | NC17 (105 min) Breakout Team Session – Issue Refinement, Charter Development & Presentations | TD18 (45 min) NERC CIP Compliance - Physical Security <i>Joint Session with Fossil Committee in Crystal A</i> |
| 9:00 am – 9:45 am | FP16 (30 min) EUCG Web Resource Library Demonstration | HP16 (60 min) 2017 Fall Conference and Workshop Agenda Planning | | <i>Transition back to T&D Committee Room</i> |
| | FP17 (30 min) Wednesday/ Conference Debrief | | | TD19 (45 min) Committee Wrap-Up |
| 9:45 am – 10:15 am | Break | | | <i>Crystal CD</i> |
| 10:15 am – 11:00 am | FP18 (45 min) Business Meeting / 2017 Fall Conference Agenda Review | HP17 (20 min) HPC Data Guide – 2016 Revisions | NC18 (45 min) Summation of Workshop Actions & Overview of Fall 2017 Agenda | |
| | | HP18 (25 min) EUCG - Hydroelectric Productivity Committee Business Status Report | | |
| 11:00 am – 12:00 pm | | HP19 (30 min) Attendee RoundTable Discussion & Action Item Review | NC19 (60 min) Spring Workshop Wrap-up & Roundtable | |
| 11:30 am – 12:30 pm | Boxed Lunches Provided | | | <i>Crystal CD</i> |
| 12:00 pm – 4:00 pm | | (150 min) HPC Leadership Meeting | (240 min) Nuclear Committee Leadership Meeting | |



EUCG 2017 SPRING CONFERENCE & WORKSHOP

FOSSIL TRACK SCHEDULE

MONDAY APRIL 3

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|---------------------|---|--------------------------------|
| 7:00 am | Registration | <i>Emerald/Opal Promenade</i> |
| 8:00 am – 9:30 am | EUCG Opening Session and Welcome Address | <i>Emerald Two & Three</i> |
| 9:30 am – 10:00 am | Break | <i>Crystal CD</i> |
| 10:00 am – 11:00 am | FP1: Unit Retirement Decisions & Strategies Don Barnett, <i>CPS Energy</i> Ben Zimmerman, <i>Tennessee Valley Authority</i> <p>The focus of this session will be the factors that utilities consider when deciding to retire a fossil-fired generating plant – end of plant equipment life, safety issues, O&M costs, demand for electricity, environmental regulations, fuel costs, workforce issues, etc. Unit harvesting strategies may also be addressed during this session. The session will also include a discussion on current practices of peer utilities that will cover what parts of the business are responsible for managing the Asset Retirement Obligation (ARO) commitment, frequency of updates, level of detail involved in those updates, and triggers for review (e.g., new environmental regulations).</p> | <i>Crystal A</i> |
| 11:00 am – 12:00 pm | FP2: MATS Challenges Matthew Thompson, <i>Owensboro Municipal Utilities</i> Ned West, <i>Southern Company</i> <p>Representatives from member utilities will discuss the challenges associated with complying with the Mercury and Air Compliance Standards (MATS), and how they are meeting those challenges.</p> | <i>Crystal A</i> |
| 12:00 pm – 1:00 pm | Lunch | <i>Crystal CD</i> |
| 1:00 pm – 1:50 pm | FP3: Safety Case Studies Keith Morrison, <i>Omaha Public Power District</i> Steve Royall, <i>Pacific Gas & Electric Company</i> <p>Representatives of three FGC member companies will present safety case studies. A case study might focus on a specific event – its root cause, lessons learned, and corrective action taken – or it might highlight a general plant safety issue such as the use of improvised tools.</p> | <i>Crystal A</i> |
| 1:50 pm – 2:00 pm | Transition to Topaz Room | |
| 2:00 pm – 2:45 pm | FP4: Report on Fatal Accident at TVA's Wilson Hydroelectric Plant <i>Joint Session with Hydro Committee</i> Kenny Mullinax, <i>Tennessee Valley Authority</i> <p>On April 11, 2016, a Tennessee Valley Authority (TVA) Hydro Plant Technician with 26 years' experience was electrocuted in an accident at Wilson Hydroelectric Plant. A TVA representative will provide the results of the investigation, the lessons learned and corrective actions taken to prevent a reoccurrence.</p> | <i>Topaz Room</i> |
| 2:45 pm – 3:15 pm | Break | <i>Crystal CD</i> |

FOSSIL COMMITTEE SESSIONS | MONDAY, APRIL 3

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| 3:15 pm – 4:15 pm | FP5: Communicating Safety Information to Internal Groups | <i>Crystal A</i> |
| | Steve Royall, <i>Pacific Gas & Electric Company</i> Dawn Smith, <i>Tennessee Valley Authority</i> Dave Thomas, <i>DTE Energy</i> | |
| | Representatives from FGC member utilities will describe the programs and processes that their companies have in place to disseminate safety information throughout their organization. | |
| 4:15 pm – 4:45 pm | FP6: Monday Debrief | <i>Crystal A</i> |
| | Don Barnett, <i>CPS Energy</i> Evelyn Grant, <i>Lower Colorado River Authority</i> Dave Thomas, <i>DTE Energy</i> | |
| | Fossil Steering Committee members will facilitate a daily debrief to capture key ideas and takeaways from the day's sessions. | |

TUESDAY APRIL 4

| | | |
|---------------------|---|-------------------------------|
| 7:00 am | Registration | <i>Emerald/Opal Promenade</i> |
| 8:00 am – 9:00 am | FP7: Fleet Flexibility | <i>Crystal A</i> |
| | Steve Royall, <i>Pacific Gas & Electric Company</i> Ned West, <i>Southern Company</i> | |
| | Representatives from FGC member utilities will describe attributes – turndown, fast start, fast ramp, etc. – that operators can add to both conventional coal-fired and combined cycle facilities to increase flexibility. The session will also address environmental constraints associated with these operational challenges. | |
| 9:00 am – 9:45 am | FP8: Fleet-Level Business Planning | <i>Crystal A</i> |
| | Andrew Campbell, <i>Tennessee Valley Authority</i> | |
| | Andrew Campbell will describe the business planning process for the Tennessee Valley Authority's generating fleet. | |
| 9:45 am – 10:15 am | Break | <i>Crystal CD</i> |
| 10:15 am – 11:00 am | FP9: CT Technology Upgrades | <i>Crystal A</i> |
| | Don Barnett, <i>CPS Energy</i> Steve Royall, <i>Pacific Gas & Electric Company</i> | |
| | Representatives from FGC member utilities will discuss the technology upgrades available for combustion turbines – e.g., advanced combustion software, longer life hardware, wider operating range upgrades, etc. The speakers will discuss the options their companies have considered and how they evaluate when to invest in those upgrades. The session may also consider technology upgrades in the form of new generation replacing outdated but similar units. | |

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| 11:00 am – 12:00 pm | FP10: HRST, Inc.: Things to Consider When Upgrading Your CTs | <i>Crystal A</i> |
| | <p>Anand Gopa Kumar, <i>HRST, Inc.</i></p> <p>Upgrades performed on combustion turbines (CTs) often do not consider the impact of such upgrades on heat recovery steam generators (HRSGs). This session will focus on the areas in the HRSG that require attention while CT upgrades are performed. In addition, some of the lessons learned from HRST's experience dealing with advanced gas path upgrades on HRSGs will be discussed.</p> <p>Anand Gopa Kumar is the Analysis Manager at HRST Inc. His area of work includes HRSG thermal performance assessments, Root Cause Failure Analysis (RCFA) on HRSG components, Computational Fluid Dynamics (CFD) simulations, Finite Element Analysis (FEA) and Flow Accelerated Corrosion (FAC) risk assessment studies. Anand Gopa Kumar is based at the HRST Headquarters in Eden Prairie, Minnesota</p> | |
| 12:00 pm – 1:00 pm | Lunch | <i>Crystal CD</i> |
| 1:00 pm – 2:00 pm | FP11: CT Parts Management Strategies | <i>Crystal A</i> |
| | <p>Don Barnett, <i>CPS Energy</i></p> <p>Don Barnett of CPS Energy will lead a roundtable discussion of parts management strategies for combustion turbine hardware, including such topics as stocked parts, parts tracking, and replacement estimates.</p> | |
| 2:00 pm – 2:45 pm | FP12: Simple-Cycle CT Reliability | <i>Crystal A</i> |
| | <p>Trish Villa, <i>CPS Energy</i></p> <p>Trish Villa of CPS Energy will describe how that company identifies and develops ways to increase simple cycle unit reliability. The session will focus on the following topics: maintenance work management programs; work force issues (proactive versus reactive); loss elimination strategies; real-time condition monitoring; LTSAs versus self-performed maintenance; and 3rd-party reliability assessments.</p> | |
| 2:45 pm – 3:15 pm | Break | <i>Crystal CD</i> |
| 3:15 pm – 4:00 pm | FP13: 2017 Fall Conference Agenda Development | <i>Crystal A</i> |
| | <p>Don Barnett, <i>CPS Energy</i></p> <p>Don Barnett, the FGC Vice Chairman and Agenda Coordinator, will facilitate a session devoted to planning the committee's agenda for the EUCG 2017 Fall Conference, which is scheduled for September 17 – 20 in Portland, Oregon. During the planning process, members will vote on presentations to be made and identify surveys to update.</p> | |
| 4:00 pm – 4:30 pm | FP14: Tuesday Debrief | <i>Crystal A</i> |
| | <p>Don Barnett, <i>CPS Energy</i> Evelyn Grant, <i>Lower Colorado River Authority</i> Dave Thomas, <i>DTE Energy</i></p> <p>Fossil Steering Committee members will facilitate a daily debrief to capture key ideas and takeaways from the day's sessions.</p> | |

WEDNESDAY APRIL 5

| | | |
|---------------------|---|-------------------------------|
| 7:00 am | Registration | <i>Emerald/Opal Promenade</i> |
| 8:00 am – 8:45 am | FP15: NERC-CIP Compliance: Physical Security <i>Joint Session with T&D Committee</i> Rod Kinard, <i>Oncor Electric Delivery</i> Dave Thomas, <i>DTE Energy</i> This session will focus on strategies for utility compliance with the NERC standard CIP-014-1, which addresses physical security threats and vulnerabilities. | <i>Crystal A</i> |
| 8:45 am – 9:15 am | FP16: EUCG Resource Library Demonstration Joyce Jackson, <i>Cook-Jackson, Inc.</i> This session will feature a live demonstration of the web-based EUCG Resource Library. | <i>Crystal A</i> |
| 9:15 am – 9:45 am | FP17: Wednesday/Conference Debrief Don Barnett, <i>CPS Energy</i> Evelyn Grant, <i>Lower Colorado River Authority</i> Dave Thomas, <i>DTE Energy</i> Fossil Steering Committee members will facilitate a debrief to capture key ideas and takeaways from the day's sessions and get delegate feedback for the conference as a whole. | <i>Crystal A</i> |
| 9:45 am – 10:15 am | Break | <i>Crystal CD</i> |
| 10:15 am – 11:00 am | FP18: Business Meeting/2017 Fall Conference Agenda Review Don Barnett, <i>CPS Energy</i> Steve Royall, <i>Pacific Gas & Electric Company</i> Steve Royall, FGC Chairman, will conduct a short business meeting to provide updates on recent EUCG board meetings and to present FGC membership and budget status reports. Following the business meeting, Don Barnett, the FGC Vice Chairman and Agenda Coordinator, will review the results of the previous afternoon's planning session, present a preliminary FGC agenda for the EUCG 2017 Fall Conference, and begin the process of identifying speakers and panelists. | <i>Crystal A</i> |
| 11:00 am | Adjourn | |
| 11:30 am – 12:30 pm | Boxed Lunches Provided | <i>Crystal CD</i> |





EUCG 2017 SPRING CONFERENCE & WORKSHOP

HYDRO TRACK SCHEDULE

MONDAY APRIL 3

| | | |
|---------------------|---|--------------------------------|
| 7:00 am | Registration | <i>Emerald/Opal Promenade</i> |
| 8:00 am – 9:30 am | EUCG Opening Session and Welcome Address | <i>Emerald Two & Three</i> |
| 9:30 am – 10:00 am | Break | <i>Crystal CD</i> |
| 10:00 am – 10:30 am | HP1: Welcome, Introductions and Business Update <i>Chris Utracki, Ontario Power Generation, Hydro Productivity Committee Chair</i> 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. | <i>Topaz Room</i> |
| 10:30 am – 11:30 am | HP2: Commercial Availability <i>Brent Buffington, Southern California Edison</i> Traditionally, electric utilities have utilized EAF and EFOR for availability and reliability metrics. While these metrics are good technically these do not measure the value of the generating unit in a competitive market. SCE has begun to use Commercial Availability in the market-type environment. Mr. Buffington will present how SCE applies this measure to its hydropower fleet. | <i>Topaz Room</i> |
| 11:30 am – 12:00 pm | HP3: Span of Control Survey – Summary Results <i>Jim Miller, Oak Ridge National Laboratory</i> In the fall of 2016, the HPC conducted an ad hoc survey at the request of a member company to determine the span of control for plant managers level 1 and 2. This presentation will review survey scope/design as well as the results. | <i>Topaz Room</i> |
| 12:00 pm – 1:00 pm | Lunch | <i>Crystal CD</i> |
| 1:00 pm – 2:00 pm | HP4: Asset Management Program Results for Replacement Strategy <i>Mike Kilbride, United States Army Corps of Engineers</i> The USACE is responsible for a significant infrastructure at its facilities across the country many of which are aging and require investment for continued reliable operation. Mr. Kilbride will provide an overview of the process which USACE staff have developed with portfolio analytic tools to prioritize investment recommendations. | <i>Topaz Room</i> |
| 2:00 pm – 2:45 pm | HP5: Report on Fatal Accident at TVA's Wilson Hydroelectric Plant <i>Joint Session with Fossil Committee</i> On April 11, 2016, a Tennessee Valley Authority (TVA) Hydro Plant Technician with 26 years' experience was electrocuted in an accident at Wilson Hydroelectric Plant. A TVA representative will provide the results of the investigation, the lessons learned and corrective actions taken to prevent a reoccurrence. | <i>Topaz Room</i> |
| 2:45 pm – 3:15 pm | Break | <i>Crystal CD</i> |
| 3:15 pm – 4:00 pm | HP6: Data Visualization Tools <i>Andrew Deatherage and Matt Dau, Bonneville Power Administration</i> A demonstration of how HPC members can use the Shiny and Rstudio data visualization tools developed by BPA to explore data via a web browser. | <i>Topaz Room</i> |

4:00 pm – 5:00 pm **HP7: EUCG Strategic Board Meeting Update**

Topaz Room

Chris Utracki, *Ontario Power Generation, Hydro Productivity Committee Chair*

In January the EUCG Board of Directors met to review the organization's mission and value. The meeting also included identifying strategic objectives and the corresponding initiatives. Mr. Utracki will brief the HPC members on the specific topic and lead a discussion of the initiatives.

TUESDAY APRIL 4

7:00 am **Registration**

Emerald/Opal Promenade

8:00 am – 8:40 am **HP8: HPC 2016 Annual Report Draft Review & Discussion**

Topaz Room

Patrick O'Connor & Jim Miller, *Oak Ridge National Laboratory*

During this session the draft 2016 HPC Annual Cost and Performance Report which has been prepared by ORNL will be reviewed. HPC members will be afforded an opportunity to provide comments and suggestions.

8:40 am – 9:45 am **HP9: O&M Projects – Successes & Failures – Lessons Learned**

Topaz Room

Tony Coaxum, *Southern Company*
 Alex Mosley, *Tennessee Valley Authority*
 Conrad St. Pierre, *Enel Green Power*
 Rob Stone, *New Brunswick Power*

The success of a project relies on many factors. For example, The water passage was repaired and grouted at a NB Power site in 2016, with one stage following schedule closely, and one not. This presentation will show how early contractor and project management involvement can result in better schedule adherence and lower costs. Other panel members will also share similar post implementation project reviews. All HPC members are invited to join the discussion.

9:45 am – 10:15 am **Break**

Crystal CD

10:15 am – 12:00 pm **HP10: Incentive Programs & Score Card Comparisons**

Topaz Room

Clark Bishop, *Bureau of Reclamation*
 Rob Stone, *New Brunswick Power*
 Matt Dau, *Bonneville Power Administration*
 Winnie Poon, *Ontario Power Generation*
 John Schuknecht, *Pacific Gas & Electric Company*

In this session representatives from HPC member utilities will discuss how their Companies measure corporate performance and how any relevant incentive programs are structured relative to department and overall company performance. We will engage into a discussion of the effectiveness of performance measures and incentive programs' alignment with stakeholders' objectives. We will also examine the linkage between enterprise and business unit score cards and how these results are tied to compensation. Please come prepared to share your information and thoughts and be ready to comment on presentations by others.

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| 12:00 pm – 1:00 pm | Lunch Break | <i>Crystal CD</i> |
| 1:00 pm – 2:00 pm | HP11: PG&E's New Cost Model – Challenges & Opportunities Travis Britanik, <i>Pacific Gas & Electric Company</i> PG&E has developed a new cost model for managing its generating assets and Mr. Britanik will provide a summary of this work to date and future activities. | <i>Topaz Room</i> |
| 2:00 pm – 2:45 pm | HP12: Data Review Meeting (July 11–13, 2017) – Overview, Objectives, & Logistics Matt Dau, <i>Bonneville Power Administration</i> Mr. Dau will provide an overview of the processes for the peer review process and report on the results of the 2016 review. Utilities will have an opportunity to provide feedback on the outcomes of 2016 and suggest changes for 2017. | <i>Topaz Room</i> |
| 2:45 pm – 3:15 pm | Break | <i>Crystal CD</i> |
| 3:15 pm – 3:45 pm | HP13: Utilization of Benchmarking Data Ruben Soto, <i>Southern California Edison</i> HPC members utilize the cost and performance data obtained through the committee's database in various business functions. Mr. Soto will describe SCE's utilization of this data and why benchmarking is an important function. | <i>Topaz Room</i> |
| 3:45 pm – 5:00 pm | HP14: Operating Procedures – Lockout & Tagout - Panel Discussion Alex Mosley, <i>Tennessee Valley Authority</i> Rob Stone, <i>New Brunswick Power</i> Dwayne Korchak, <i>Ontario Power Generation</i> In any electrical generating facility the functions associated with providing workers a safe work environment is vital. The panelists will present the type procedures used by their respective utilities, the training used to implement and the challenges in the daily execution. | <i>Topaz Room</i> |

WEDNESDAY APRIL 5

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| 7:00 am | Registration | <i>Emerald/Opal Promenade</i> |
| 8:00 am – 8:45 am | HP15: Restructuring to Meet Present & Future Demands – Asset Management Initiatives Ruben Soto, <i>Southern California Edison</i> Winnie Poon, <i>Ontario Power Generation</i> Electric utilities are facing a number of challenges nowadays; aging infrastructure, aging demographics, changes to power supply mix due to renewable, off-coal policies, and increasing regulations and financial scrutiny are the main ones. It all results in structural changes to the organizations. The session will be dedicated to providing updates on the current status and plans invariably involving staffing patterns, asset management philosophies and incorporation of new technologies. | <i>Topaz Room</i> |

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| 8:45 am – 9:45 am | HP16: 2017 Fall Conference & Workshop Agenda Planning | <i>Topaz Room</i> |
| | This session is the opportunity for HPC members to offer topics for the Fall Workshop which will be held in Portland, OR September 17 – 20, 2017. | |
| 9:45 am – 10:15 am | Break | <i>Crystal CD</i> |
| 10:15 am – 10:35 am | HP17: HPC Data Guide – 2016 Revisions | <i>Topaz Room</i> |
| | David Sanna, <i>United States Army Corps of Engineers</i> | |
| | The HPC's Data Guide and Reporting Instructions are reviewed annually for necessary changes and clarifications. Mr. Sanna will review the revisions which were made in the current version that was issued in January 2017. These changes need to be implemented by HPC members in 2017 data cycle in order to ensure consistency of reporting among all utilities. | |
| 10:35 pm – 11:00 am | HP18: HPC Business Meeting | <i>Topaz Room</i> |
| | Chris Utracki, <i>Ontario Power Generation, Hydro Productivity Committee Chair</i> | |
| | During this session Mr. Utracki will discuss Committee's business matters and provide budget update. | |
| 11:00 am – 11:30 am | HP19: Attendee RoundTable Discussion & Action Item Review | <i>Topaz Room</i> |
| | During this time in the agenda, HPC members will be afforded the opportunity to share their feedback on the workshop and provide suggestions for topics for the Fall Workshop and Conference. Also, any action items taken during the workshop will be reviewed and confirmed. | |
| 11:30 am – 12:30 pm | Boxed Lunches Provided | <i>Crystal CD</i> |
| 11:30 am – 2:00 pm | HPC Leadership Meeting (Working Lunch) | <i>Topaz Room</i> |
| | Chris Utracki, <i>Ontario Power Generation, Hydro Productivity Committee Chair</i> | |





EUCG 2017 SPRING CONFERENCE & WORKSHOP

NUCLEAR TRACK SCHEDULE

MONDAY APRIL 3

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|---------------------|---|--------------------------------|
| 7:00 am | Registration | <i>Emerald/Opal Promenade</i> |
| 8:00 am – 9:30 am | EUCG Opening Session and Welcome Address | <i>Emerald Two & Three</i> |
| 9:30 am – 10:00 am | Break | <i>Crystal CD</i> |
| 10:00 am – 11:00 am | NC1: Introduction & EUCG Business Update David Ward, <i>Nuclear Committee Chair</i> <p>David Ward will kick-off the agenda for the Spring 2017 Nuclear Workshop, by facilitating the introduction of the workshop attendees, highlighting the workshop agenda and providing members with an update on the Nuclear Committee's business and related issues. David will also use this session to reiterate many of the key foundational governance elements that underpin the credibility and sustainability of the EUCG NC.</p> | <i>Emerald Salon One</i> |
| 11:00 am – 12:00 pm | NC2: Open Forum – Discussion of Member Issues David Ward, <i>Nuclear Committee Chair</i> <p>David Ward will first summarize the status of issues submitted in 2016. He will then facilitate the discussion and resolution of the issues submitted by members prior to the workshop via the survey tool sent out in February. 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. Where possible, the answers to most issues can be provided during this session. If an issue requires additional clarification, members can meet with their counterparts in Session NC7 to further discuss and address the issue. During NC2, if members determine that an issue is major in nature, it will be discussed more extensively in the Tuesday PM sessions.</p> <p>Wendy Cronrath of PSEG will provide a summary of the results of an Ad-Hoc member survey done in December 2016 in response to a PSEG issue on Project Funding Process.</p> | <i>Emerald Salon One</i> |
| 12:00 pm – 1:00 pm | Lunch | <i>Crystal CD</i> |
| 1:00 pm – 2:00 pm | NC3: Nuclear New Build Billie Kay Morris, <i>SCANA</i> (#1 – V. C. Summer update) Richard Walker, <i>Horizon Nuclear Power</i> (#2 – New Build in the UK) <ol style="list-style-type: none"> 1. Billie Kay Morris of SCANA will provide an update on the construction efforts of the two V.C Summer AP1000 reactors. She will address the project progress, major milestones achieved and the relevant financials to date. She will also provide some high level lessons learned to date. 2. Horizon Nuclear Power of the United Kingdom (UK) is one of the newest members of the Nuclear Committee. They are currently in the process of constructing several 1350 MWe ABWRS. Richard Walker will cover relevant information about their company and an overview of the nuclear industry in the UK. In addition, he will highlight how/where they see EUCG data and services adding value to Horizon Nuclear Power in its current mode. | <i>Emerald Salon One</i> |

2:00 pm – 2:45 pm **NC4: Delivering the Nuclear Promise Program – Sharing Practices** *Emerald Salon One*

Chris Dishon, *Southern Nuclear*
Dale Holden, *Duke Energy*
Phil Young, *Exelon*

The ‘Nuclear Promise’ Program (NPP) 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. The EUCG Nuclear committed to maintain this program on its agenda for each Workshop to ensure that the members are appropriately informed and engaged in discussing and exchanging ideas related to the implementation of this program.

The session will consist of three segments:

1. Brief context setting on the NPP.
2. Presentations on NPP cross-industry initiatives: Phil Young of Exelon will present the *Pre-Approval of Work Execution*, Chris Dishon of Southern Nuclear will present the *Standardization of Design Change Process* and Dale Holden of Duke Energy will present the *Standardization of In-Process Training*. These presentations will include summary insights into what they have learned and benefits achieved to date. This segment is open to other members to share their own experiences on these initiatives.
3. A member roundtable, allowing for any members to provide similar insights/issues on the progress of the NPP within their respective companies.

2:45 pm – 3:15 pm **Break** *Crystal CD*

3:15 pm – 4:15 pm **NC5: Delivering the Nuclear Advantage** *Emerald Salon One*

Dale Holden, *Duke Energy*

During the past several years, Duke Energy has increased focus on cost savings and efficiency improvements in nuclear operations. Some efforts were executed as nuclear fleet financial initiatives, targeted business opportunities, or nuclear generation-wide programs. As Delivering the Nuclear Promise initiatives were being developed and executed, it became clear that there was no specific vision for employees to understand the collection of varying approaches, processes and programs. To help standardized these significant efforts; Duke Energy Nuclear created a brand to focus goals and employee engagement around these initiatives. Dale Holden of Duke Energy will present this new consolidated approach called “Delivering the Nuclear Advantage” or “DNA”. This approach is reaping excellent results and has created processes for direct employee engagement and participation to help reach challenging goals. The primary difference with the DNA effort is to help re-engineer business processes and operations to capitalize on removing waste and utilizing resources at a higher capacity.

4:15 pm – 4:45 pm **NC6: Bruce Power Major Plant Refurbishment**
Emerald Salon One

Peter Risteen, *Bruce Power*

Peter Risteen of Bruce Power (Ontario, Canada) will present an overview around the scope, logistics and commercial drivers of a multi-year, multi-unit major Nuclear Plant Refurbishment being undertaken at the Bruce Power Site in Ontario Canada. He will address the relationships with the concurrent Ontario Power Generation major unit refurbishment effort. He will also show how the Refurbishment venture in Ontario balances the ratepayer needs to provide a low cost generation into the future, while at the same time creating a business model that allows the company to fund the high cost of multiple nuclear refurbishments. Bruce Power is a private company operating the largest nuclear site in the world with a combined capacity from their 8 units of over 6800MW's. It is located in South Western rural Ontario on the shores of Lake Huron approximately 250km from Toronto.

4:45 pm – 5:15 pm **NC7: Issue Discussion & Network Session**
Emerald Salon One

V. Gonsalves, *Nuclear Committee Coordinator (NCC)*

This session allows an opportunity for members to network with their counterparts to discuss details/ answers to questions raised in NC2.

TUESDAY APRIL 4

7:00 am **Registration**
Emerald/Opal Promenade

8:00 am – 9:00 am **NC8: 2016 Top Industry Performer (TIP) Award winner in Management Processes – Best Practices in Innovative Risk Assessment**
Emerald Salon One

Richard Weisband, *Equipment Reliability, Exelon*

Richard Weisband of Exelon will present the Top Industry Performer Award winning 'Risk Management Process'. This process was developed to improve the management of significant risk issues that represent a major threat (high consequential) to the business. Although difficult to quantify the savings in the use of the process, a key measure of success is the reduction of high consequence issues as measured in the Corrective Action Program. Comparing significant events from 2015 and 2016, there was a reduction in the number of events across the Exelon fleet by over 18%. The most important efficiency gain using this process was providing a methodology and tool for consistent risk assessment. This includes a common reporting system for management review of all site or corporate risks using the consistent ranking scheme. The concepts provided in the Exelon risk assessment process can be easily transferred to other organizations using the same basic concepts provided they are committed and have the will to revise many different processes to a single standard as was done at Exelon Nuclear.

The EUCG NC will formally recognize Exelon with the presentation of the EUCG's 2016 DeMella Award. The EUCG Nuclear member company recipient of this award has been deemed to have demonstrated a high standard of innovation and dedication to improving the value delivered by its business management processes.

The Exelon presentation will be followed by a brief member discussion as to how these practices can be incorporated/adapted into their respective companies.

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| 9:00 am – 9:45 am | NC9: Nuclear Energy Institute's (NEI) 2017 Policy Priorities and Strategy | <i>Emerald Salon One</i> |
| | <p>Michael Purdie, <i>Manager, Energy and Economic Analysis, NEI</i></p> <p>Michael Purdie is the NEI representative of the EUCG-NEI strategic partnership. As there have been many changes at NEI since the Fall 2016 workshop, Michael will provide an overview of the updated leadership and programmatic focus of NEI. He will also provide specifics on key initiatives planned or underway and successes at NEI related to the Nuclear Industry. This industry context from NEI is both useful and relevant to the business operations knowledge base of our committee members.</p> | |
| 9:45 am – 10:15 am | Break | <i>Crystal CD</i> |
| 10:15 am – 11:00 am | NC10: Energy Information Administration (EIA) Industry Analysis | <i>Emerald Salon One</i> |
| | <p>Slade Johnson, <i>EIA</i></p> <p>In early March 2017 the Office of Electricity, Coal, Nuclear, and Renewables Analysis (ECNRA) in the U.S. EIA sponsored an annual Workshop to discuss the current status and future prospects of U.S. civil nuclear power generation. The Workshop provided an open forum for the presentation and discussion of nuclear topics by both EIA staff and outside stakeholders. The presentation material and the discussions focused on EIA Nuclear Capacity and Generation projections and the Status of Nuclear Generation in the US. EIA used the discussions as an opportunity to engage stakeholders and modeling experts on important considerations and techniques for enhancing the representation of nuclear energy within capacity expansion models. EIA's Slade Johnson will provide a summary of the relevant material and discussion at this Workshop.</p> | |
| 11:00 am – 12:00 pm | NC11: Task Team Reports | <i>Emerald Salon One</i> |
| | <p>Kelly Young, <i>Pacific Gas & Electric Company (#1 – Decommissioning)</i> David Ward, <i>Duke Energy (#2 – Staffing)</i> Phil Young, <i>Exelon (#3 - Capacitor Factor Usage)</i></p> <ol style="list-style-type: none"> 1. The Decommissioning Task Team Lead Kelly Young will present the framework and process to capture and maintain decommissioning costs and related practices. 2. David Ward of Duke Energy will present a proposal to reconstitute the staffing data structure in NIID for collecting staffing data during the annual survey. This will provide a clear alignment between staffing and cost data, resulting in the improved credibility and usefulness of the staffing data, thereby adding further value to the membership. The tentative implementation this proposal will be in 2018 via the submission of the 2017 data. 3. Further to his preliminary analysis presented at the Fall 2016 Workshop, Phil Young will finalize his conclusions on Capacity Factor Usage in the industry. | |
| 12:00 pm – 1:00 pm | Lunch | <i>Crystal CD</i> |
| 1:00 pm – 1:45 pm | NC12: Nuclear Integrated Information Database (NIID) Enhancements | <i>Emerald Salon One</i> |
| | <p>Christine Messer, <i>Nuclear Committee Database Manager</i></p> <p>Christine Messer will present the latest upgrades to NIID. These include enhancements to the data definition, new reports, and training tools.</p> | |
| 1:45 pm – 2:15 pm | NC13: Nuclear Committee 2017 Strategic Plan | <i>Emerald Salon One</i> |
| | <p>Josh Caulder, <i>Nuclear Committee Vice Chair</i></p> <p>Josh Caulder will provide the members with highlights of the EUCG Nuclear Committee 2017 Strategic Plan and the key Tactical initiatives along with the rationale for driving out these actions.</p> | |

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| 2:15 pm – 2:45 pm | NC14: EUCG Nuclear Committee Document Library System – Phase 2 Overview | <i>Emerald Salon One</i> |
| | David Ward, <i>Nuclear Committee Chair</i> David Ward will provide a demonstration of the features of the Nuclear Document Library System (Phase 2) – as committed at the Fall 2016 Workshop. Phase 2 is an enhancement to the Document Library facility presented in the Fall 2016 Workshop and contains many more features that members can access and retrieve for their use or dissemination within their organizations. | |
| 2:45 pm – 3:15 pm | Break | <i>Crystal CD</i> |
| 3:15 pm – 4:00 pm | NC15: Major Issues Discussion & Ranking | <i>Emerald Salon One</i> |
| | David Ward, <i>Nuclear Committee Chair</i> David Ward will present the high-level major nuclear business issues that emanated from the NC2/NC7 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 (NC16) and present their proposals to the Committee on Wednesday during NC17. | |
| 4:00 pm – 5:00 pm | NC16: Major Issues: Breakouts – Issue Refinement, Charter Development | <i>Emerald Salon One</i> |
| | This session has been reserved for breakout team discussion and problem analysis assigned from NC15. | |
| WEDNESDAY APRIL 5 | | |
| 7:00 am | Registration | <i>Emerald/Opal Promenade</i> |
| 8:00 am – 9:45 am | NC17: Breakout Team Session - Issue Refinement, Charter Development & Presentations | <i>Emerald Salon One</i> |
| | 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. 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 after the Workshop. | |
| 9:45 am – 10:15 am | Break | <i>Crystal CD</i> |
| 10:15 am – 11:00 am | NC18: Summation of Workshop Actions & Overview of Fall 2017 Agenda | <i>Emerald Salon One</i> |
| | David Ward, <i>Nuclear Committee Chair</i> David will summarize the workshop actions and present a preliminary view of the Fall Workshop (September 17-20, 2017 – Portland Oregon) agenda. | |
| 11:00 am – 12:00 pm | NC19: Spring Workshop Wrap-up & Roundtable | <i>Emerald Salon One</i> |
| | Josh Caulder, <i>Nuclear Committee Vice Chair</i> Josh Caulder will wrap-up the workshop and solicit member feedback on the workshop content and facilities. | |
| 11:30 am – 12:30 pm | Boxed Lunches Provided | <i>Crystal CD</i> |
| 12:00 pm – 4:00 pm | Nuclear Leadership Team Meeting | <i>Emerald Salon One</i> |
| | Nuclear Leadership Team members (only) | |



EUCG 2017 SPRING CONFERENCE & WORKSHOP

T&D TRACK SCHEDULE

TRANSMISSION & DISTRIBUTION COMMITTEE SESSIONS

MONDAY APRIL 3

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|---------------------|--|--------------------------------|
| 7:00 am | Registration | <i>Emerald/Opal Promenade</i> |
| 8:00 am – 9:30 am | EUCG Opening Session and Welcome Address | <i>Emerald Two & Three</i> |
| 9:30 am – 10:00 am | Break | <i>Crystal CD</i> |
| 10:00 am – 11:00 am | TD1: T&D Welcome, Update, & Business Meeting <i>Eileen Brannon, Oncor Electric Delivery, T&D Committee Chair</i> This session, which will incorporate the following: – Welcome new members and member introduction: promote interaction and networking 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 networking during the Workshop. – Member company overview. | <i>Crystal EF</i> |
| 11:00 am – 12:00 pm | TD2: Review of January EUCG Board Meeting <i>Amy Harris, Tennessee Valley Authority (TVA), T&D Committee Vice Chair-Transmission</i> Presentation will share the Vision, Mission, Values, Initiatives, and Operational Issues identified and discussed by the board at the January meeting. Will also pose questions to the T&D Committee members regarding current and desired state of the committee, as well as current conference expectations. A follow-up session will be held Tuesday afternoon to discuss conference results and address any necessary gap closure opportunities. | <i>Crystal EF</i> |
| 12:00 pm – 1:00 pm | Lunch | <i>Crystal CD</i> |
| 1:00 pm – 1:45 pm | TD3: Accelerated Designer Training Program <i>Martin Narendorf, CenterPoint Energy</i> Overview and discussion around the newly developed training program at CeterPoint for designer workforce. | <i>Crystal EF</i> |
| 1:45 pm – 2:15 pm | TD4: EUCG Resource Library <i>Steve Thornton, Duke Energy, EUCG Marketing Director</i> Live demonstration of the new, web-based EUCG Resource Library. | <i>Crystal EF</i> |
| 2:15 pm – 2:45 pm | TD5: Step Function Safety Improvement - Update <i>David Miller, Duke Energy</i> Update on the Step Function Safety Improvement program implemented by Duke Energy after a challenging safety year in 2014. Among other measures, Duke initiated the Keys to Life and Cardinal Electric Safety Rules programs that resulted in accomplishing ne of the best TCR rates in the industry. Presentation will cover 2016's safety performance, as well as the introduction of a new safety program related to safety for their vegetation organization | <i>Crystal EF</i> |

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| 2:45 pm – 3:15 pm | Break | <i>Crystal CD</i> |
| 3:15 pm – 3:45 pm | TD6: PSEG Presentation Joe Martucci, <i>Public Service Electric & Gas (PSE&G)</i> , <i>T&D Committee Vice Chair-Distribution</i> Compelling and thought provoking presentation about a current hot-topic in the electric utility industry. | <i>Crystal EF</i> |
| 3:45 pm – 4:15 pm | TD7: T&D Member Company Success Story A brief presentation and discussion of process improvement and benchmarking best practices/success stories. | <i>Crystal EF</i> |
| 4:15 pm – 4:45 pm | TD8: Monday Recap Eileen Brannon, <i>Oncor Electric Delivery</i> , <i>T&D Committee Chairperson</i> Facilitated discussion to gather feedback from members on the day's presentations. | <i>Crystal EF</i> |

TUESDAY APRIL 4

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| 7:00 am | Registration | <i>Emerald/Opal Promenade</i> |
| 8:00 am – 9:00 am | TD9: BGE Jeannine Beran, <i>Baltimore Gas & Electric (BGE)</i> Compelling best practices presentation from BGE. | <i>Crystal EF</i> |
| 9:00 am – 9:45 am | TD10: Baseline Performance Management Nathan King, <i>American Electric Power (AEP)</i> | <i>Crystal EF</i> |
| 9:45 am – 10:15 am | Break | <i>Crystal CD</i> |
| 10:15 am – 11:00 am | TD11: Joint Use - They Want to Put What On Your Distribution Pole? Karen Flewharty, <i>Oncor Electric Delivery</i> , <i>Joint Use Manager</i> This presentation will start with a high-level overview of joint use in the T&D arena. Discussion will then shift to industry hot-topics and best practices. Member companies are encouraged to participate in a Q&A session to follow the presentation. | <i>Crystal EF</i> |
| 11:00 am – 11:30 am | TD12: Lean Six Sigma/POWER ON. DELIVER STRONG. Update Wanda Wilkerson, <i>Oncor Electric Delivery</i> Update on Oncor's Lean Six Sigma journey. | <i>Crystal EF</i> |
| 11:30 am – 12:00 pm | TD13: Activity Based Accounting Discussion Jesse Medlock, <i>Oncor Electric Delivery</i> , <i>EUCG Vice President</i> Facilitated discussion around the desire to conduct an ad hoc survey addressing activity based accounting practices. Goal of discussion will be to determine if there is a need to survey member companies and, if so, to document the desired outcome of the survey and complete a high-level draft, establish timing of survey, and assign responsibility owner(s). | <i>Crystal EF</i> |
| 12:00 pm – 1:00 pm | Lunch | <i>Crystal CD</i> |

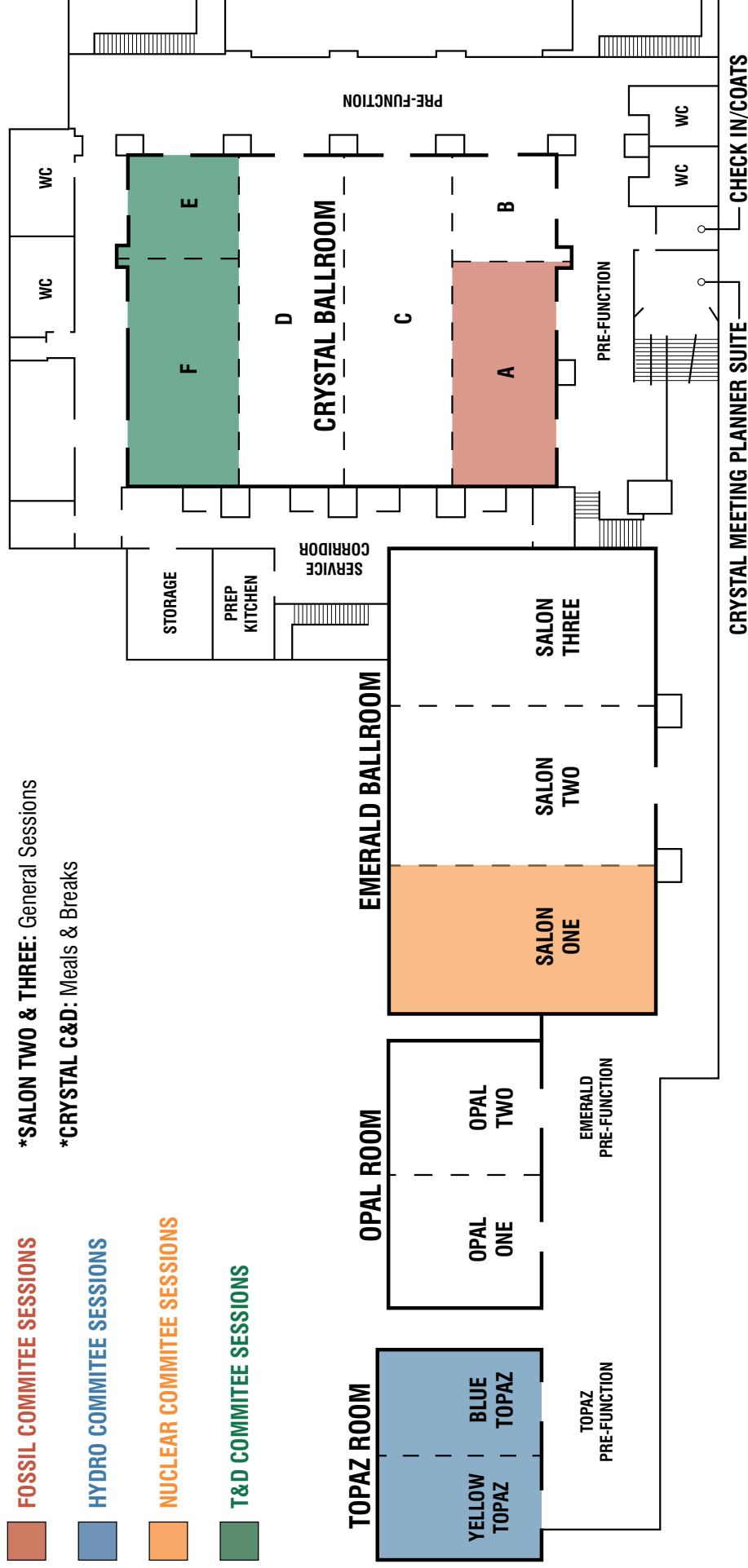
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| 1:00 pm – 1:45 pm | TD14: Environmental Issues Discussion Rod Kinnard, <i>Oncor Electric Delivery</i> Compelling presentation about current issues in the environmental arena, as related to T&D electric operations. | <i>Crystal EF</i> |
| 1:45 pm – 2:45 pm | TD15: Review of January EUCG Board Meeting – Follow-up Amy Harris, <i>Tennessee Valley Authority (TVA), T&D Committee Vice Chair-Transmission</i> Follow-up session to Monday morning's discussion around T&D Committee member's current and desired state of the committee, as well as current conference results. Session will document gap closure opportunities and identify action items to close the gap(s) prior to the fall conference. | <i>Crystal EF</i> |
| 2:45 pm – 3:15 pm | Break | <i>Crystal CD</i> |
| 3:15 pm – 3:45 pm | TD16: Agenda Build Wanda Wilkerson, <i>Oncor Electric Delivery, EUCG Conference Planning Committee</i> Review of previous afternoon's recap sessions and roundtable discussion about what went well at this conference and what needs improvement. Gather preliminary agenda items for fall conference, and begin the process of identifying speakers and panelists. | <i>Crystal EF</i> |
| 4:00 pm – 4:30 pm | TD17: T&D Member Company Success Story A brief presentation and discussion of process improvement and benchmarking best practices/success stories. | <i>Crystal EF</i> |
| 5:30 pm – 7:30 pm | T&D Committee Networking Dinner | |

WEDNESDAY APRIL 5

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|---------------------|---|-------------------------------|
| 7:00 am | Registration | <i>Emerald/Opal Promenade</i> |
| 8:00 am – 8:45 am | TD18: NERC CIP Compliance – Physical Security <i>Joint Session with Fossil Committee</i> Rod Kinard, <i>Oncor Electric Delivery</i> Dave Thomas, <i>DTE Energy</i> This session will focus on strategies for utility compliance with the NERC standard CIP-014-1, which addresses physical security threats and vulnerabilities. | <i>Crystal A</i> |
| 8:45 am – 9:00 am | Transition back to T&D Committee room | |
| 9:00 am – 9:45 am | TD19: Committee Wrap-UP Wrap-up of any remaining open items. | <i>Crystal EF</i> |
| 9:45 am | Adjourn | |
| 11:30 am – 12:30 pm | Boxed Lunches Provided | <i>Crystal CD</i> |

EUCG FUTURE CONFERENCES





EUCCG

2017 SPRING

CONFERENCE & WORKSHOP

April 2-5, 2017
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11130 Sunrise Valley Drive, Suite 350
Reston, Virginia 20191
P 703.234.4143 | F 703.435.4390
www.eucg.org