

EUCG 2018 Spring Workshop
April 22 – 25 • San Antonio, Texas

Fossil Track Schedule

Monday, April 23

Time	Session Title
8:00 – 9:30	<i>EUCG General Session</i>
9:30 – 10:00	Break
10:00 – 10:15	Welcome / Introduction of T&D Keynote Speaker
10:15 – 11:00	FP-01 – HOP Culture: Successfully Swaying the Culture in Your Organization (<i>with T&D Committee</i>)
11:00 – 12:00	FP-02 – Chairman’s Remarks / Fossil Keynote
12:00 – 1:00	Lunch
1:00 – 1:45	FP-03 – Balancing Reliability & Cost
1:45 – 2:45	FP-04 – Preparing For Major Storms (<i>with T&D Committee</i>)
2:45 – 3:15	Break
3:15 – 4:15	FP-05 – Human Performance Improvement Programs (<i>with T&D Committee</i>)
4:15 – 4:45	Monday Debrief

Tuesday, April 24

Time	Session Title
8:00 – 9:00	FP-06 – Safety Case Studies
9:00 – 9:45	FP-07 – In Pursuit of Excellence: The Role of the US Army ISR in War & Peace (<i>with T&D Committee</i>)
9:45 – 10:15	Break
10:15 – 11:00	FP-08 – LCRA’s Vending Machine Program
11:00 – 12:00	FP-09 – Roundtable: Lock-Out / Tag-Out Best Practices
12:00 – 1:00	Lunch
1:00 – 2:00	FP-10 – Combined Cycle Plant Staffing
2:00 – 2:45	FP-11 – Use of Drones in Fossil Plants
2:45 – 3:15	Break
3:15 – 4:00	FP-12 – Leadership Development
4:00 – 4:30	FP-13 – 2018 Fall Workshop Agenda Development
4:30 – 5:00	Tuesday Debrief

Wednesday, April 25

Time	Session Title
8:00 – 9:00	FP-14 – Safety Fairs & Hazard Recognition Courses
9:00 – 9:45	FP-15 – Coal & Combined Cycle Unit Performance Improvements for Today’s Market
9:45 – 10:15	Break
10:15 – 11:00	FP-16 – Database Review Team Report / Best Practice Awards Process
11:00 – 11:30	FP-17 – 2018 Fall Workshop Agenda Review
11:30 – 12:00	Workshop Debrief
12:00	Fossil Track Adjourns
12:00 – 5:00	<i>Fossil Steering Committee Meeting</i>

EUCG 2018 SPRING WORKSHOP – FOSSIL GENERATION COMMITTEE SESSIONS

Monday, April 23

Time	Session Description
8:00 – 9:30	<i>EUCG General Session</i>
9:30 – 10:00	BREAK
10:00 – 10:15	Welcome / Introduction of T&D Keynote Speaker Eileen Brannon, Oncor Electric Delivery
10:15 – 11:00	FP-01 – Chairman’s Remarks / Fossil Keynote Bob Edwards, The HOP Coach Bob Edwards helps organizations realize that human error is common and can even be expected in complex work environments. He demonstrates how, when something bad happens, our focus needs to shift from blaming those doing the work to a look at the system they are working in. This discussion will focus on how to introduce the change in culture from one of “blame and consequences” to become more productive.
11:00 – 12:00	FP-02 – Chairman’s Remarks / Fossil Keynote Steve Royall, Pacific Gas and Electric Benjamin L. Ethridge, Jr., CPS Energy Following opening remarks from FGC Chairman Steve Royall, Benjamin Ethridge, Senior Vice President of Power Generation for CPS Energy, will speak to Fossil delegates about the current major business, environmental, or regulatory issues or challenges facing his company and the fossil electric generating industry in general. CPS Energy is located in San Antonio, Texas, and is the largest combined electric and gas municipally-owned utility in the United States. Mr. Ethridge oversees the environmentally-responsible operation of CPS Energy’s fleet of fossil-fueled power plants that generates more than 5,500 megawatts in the Electric Reliability Council of Texas (ERCOT) region. Through his career, Mr. Ethridge has led a number of initiatives in the fossil fuel generation field to create profitable and successful fleets. His successes range from coal plant profitability turnaround to the structuring and operation of private equity brownfield natural gas and coal plants. In all of his leadership roles, Mr. Ethridge focuses on achieving performance metrics to drive improvement and asset optimization. Mr. Ethridge became SVP of Power Generation at CPS Energy in 2015. With more than 30 years of experience, his service to the energy industry ranges from the Western, Southern and Mid-Atlantic regions of the U.S; where he worked for such companies as NRG Energy, Topaz Power Management, Reliant Energy/RRR Energy, and Houston Lighting and Power. Mr. Ethridge holds a Bachelor of Science in Civil Engineering from Texas A&M University and a Master of Business Administration from Houston Baptist University. He is a registered professional engineer in the State of Texas.
12:00 – 1:00	LUNCH
1:00 – 1:45	FP-03 – Balancing Reliability & Cost Steve Royall, Pacific Gas and Electric Andrew Valencia, Lower Colorado River Authority Plant management staff face dilemmas every day. One of the biggest is how much to spend on their facilities and what to spend it on. This session will focus on maintaining the appropriate level of reliability while maintaining a competitive edge in the market.

Monday, April 23 – *Continued*

Time	Session Description
1:45 – 2:45	<p data-bbox="332 247 1198 275">FP-04 – Preparing For Major Storms (<i>joint session with T&D Committee</i>)</p> <p data-bbox="332 296 776 380">Don Barnett, CPS Energy Boyd Greene, Oncor Electric Delivery TBA, Tennessee Valley Authority</p> <p data-bbox="332 401 1469 573">Utilities face increasing pressure to get electrical service back on line quickly after a storm. During this session, panelists will discuss how their companies prepare for major storms, including ensuring fuel supplies, implementing winter weatherization procedures, and the use of such tools as “critical needs” lists and the strategic placement of critical materials. The panel will describe safety and communication plans developed for storm preparation, and share best practices adopted based on lessons learned from past storms.</p>
2:45 – 3:15	BREAK
3:15 – 4:15	<p data-bbox="332 678 1393 705">FP-05 – Human Performance Improvement Programs (<i>joint session with T&D Committee</i>)</p> <p data-bbox="332 726 776 810">Rod Kinard, Oncor Electric Delivery Steve Royall, Pacific Gas and Electric Liam Sheppard, Austin Energy</p> <p data-bbox="332 831 1469 940">Representatives from the Fossil and T&D committees will describe the implementation of human performance improvement programs at their respective companies. Panelists will discuss the challenges that arose, the successes achieved, and lessons learned. Audience members are encouraged to share like stories and actively participate in dialogue with the panel.</p>
4:15 – 4:45	<p data-bbox="332 982 527 1003">Monday Debrief</p> <p data-bbox="332 1024 634 1045">Don Barnett, CPS Energy</p> <p data-bbox="332 1066 1469 1121">Fossil Steering Committee members will facilitate a daily debrief to capture key ideas and takeaways from the day’s sessions.</p>

Tuesday, April 24

Time	Session Description
8:00 – 9:00	<p>FP-06: Safety Case Studies</p> <p>Steve Royall, Pacific Gas and Electric Liam Sheppard, Austin Energy</p> <p>During this session, representatives from FGC member utilities will present safety case studies. A presentation 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 or lone worker safety.</p>
9:00 – 9:45	<p>FP-07 – In pursuit of Excellence: The Role of the US Army Institute of Surgical Research in War & Peace</p> <p>Leopoldo C. Cancio, MD, FACS, FCCM, Colonel (ret.), U.S. Army, Director and Surgeon, U.S. Army Burn Center</p> <p>Dr. Cancio will describe how the U.S. Army Burn Center became best in class, what continuous improvement methodologies they employ, and how they sustain a best in class culture.</p> <ul style="list-style-type: none"> • Overview of the ISR: mission, history, accomplishments • Excellence requires innovation • Is the military an innovation-friendly institution? Advantages and disadvantages of the institutional setting • How we improved burn care: integrated laboratory and clinical research • How we improved combat casualty care on the battlefield: the case of Iraq and Afghanistan
9:45 – 10:15	BREAK
10:15 – 11:00	<p>FP-08 – LCRA’s Vending Machine Program</p> <p>Amy Hopkins, Lower Colorado River Authority</p> <p>The Lower Colorado River Authority (LCRA) uses vending machines at its power plants as a Lean solution to managing high-use consumables, materials, tools, and monitoring devices. Reductions in labor, costs, travel time, and on-hand inventory have been achieved. Amy Hopkins will discuss implementation strategy, capabilities, and benefits, and provide some tips to ensure the success of your own vending machine program.</p>
11:00 – 12:00	<p>FP-09 – Roundtable: Lock-Out / Tag-Out Best Practices</p> <p>TBA, CPS Energy TBA, Tennessee Valley Authority</p> <p>Lock-out/tag-out (LOTO) is an integral part of plant safety programs. How is it administered in your facilities? Do you perform secondary verifications? Do you do “pre-clearances” to increase productivity of your maintenance teams? Are LOTO requests scheduled in advance? All these questions are important for all facility managers to understand. During this roundtable session, delegates will discuss these questions and more.</p>
12:00 – 1:00	LUNCH
1:00 – 2:00	<p>FP-10 – Combined Cycle Plant Staffing</p> <p>Gregg Bargo, Salt River Project Don Barnett, CPS Energy</p> <p>This session will feature a review of the results of an FGC survey designed to take an in-depth look at staffing levels at member utilities' combined cycle plants and how staff are used during the day-to-day plant operations.</p>

Tuesday, April 24 – <i>Continued</i>

Time	Session Description
2:00 – 2:45	<p>FP-11 – Use of Drones in Fossil Plants</p> <p>Jack Odlum, HRST, Inc.</p> <p>This session will feature a presentation highlighting the methods and benefits of using unmanned drones to inspect inlet ducts, duct burners, catalysts, stacks, and external components of HRSGs.</p> <p>Jack Odlum began working with HRST in 2012 after receiving his engineering degree from UC Berkeley. In the time since, he has performed numerous HRSG inspections, risk assessments, and performance evaluations for combined-cycle customers around the world. Jack is an FAA certified commercial drone inspector since 2017 and one of HRST’s most experienced drone pilots.</p>
2:45 – 3:15	BREAK
3:15 – 4:00	<p>FP-12 – Leadership Development</p> <p>Bryan Dubreuiel, Austin Energy</p> <p>As the power industry continues to evolve, the importance of effective leadership will increase. Leadership development is essential as budgets and headcounts continue to decline as an approach to survival in the changing utility market. This will require intentional actions to ensure that leadership teams are effectively trained and positioned to lead our people through major industry changes. Bryan Dubreuiel of Austin Energy will describe his experiences implementing classes for leaders and facilitate a roundtable discussion so that workshop delegates can describe the programs in place at their companies.</p>
4:00 – 4:30	<p>FP-13: 2018 Fall Workshop Agenda Development</p> <p>Don Barnett, CPS Energy</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 2018 Fall Workshop on September 9 - 12 in Denver, Colorado. During the planning process, members will vote on agenda topics and identify surveys to update.</p>
4:00 – 4:30	<p>Tuesday Debrief</p> <p>Don Barnett, CPS Energy</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 25

Time	Session Description
8:00 – 9:00	<p>FP-14 – Safety Fairs & Hazard Recognition Courses</p> <p>Keith Morrison, Omaha Public Power District TBA, Tennessee Valley Authority</p> <p>The session will focus on why and how utility companies implement and use hazard recognition courses. Session participants will describe the tools they use and discuss the successes they have experienced and how they have met any challenges that have arisen. Additionally, members will share their experiences hosting safety fairs and how effective the fairs are in encouraging employees to embrace a safety culture.</p>
9:00 – 9:45	<p>FP-15 – Coal & Combined Cycle Unit Performance Improvements for Today’s Market</p> <p>Steve Royall, Pacific Gas and Electric TBA, Tennessee Valley Authority Additional panelists TBA</p> <p>It is no secret that the changing power market is challenging the economic performance of both coal-fired power plants in the east and combined cycle power plants in the west. Often, coal units run for significant periods of time at the low-set-limit (LSL) of the unit and are then asked to very quickly ramp up to higher loads in order to capture market opportunities. To maximize profit (or minimize losses), coal units need to be able to operate at a lower LSL and be able to ramp up and down on load more quickly than originally designed. In the West, lower power prices and the rise in renewables has changed the combined cycle market from base-loaded facilities to frequently cycling facilities. During this session, FGC member utilities will describe improvements made to their units to better meet today’s market demands.</p>
9:45 – 10:15	BREAK / ADJOURN FOSSIL AGENDA TRACK
10:15 – 11:00	<p>FP-16: Database Review Team Report / Best Practice Awards Process</p> <p>Evelyn Grant, Lower Colorado River Authority Joyce Jackson, Cook-Jackson, Inc.</p> <p>The Fossil Database Review Team was created to assist the FGC and its members by improving and promoting its tools to exchange information, share best practices, and find solutions to industry issues. Evelyn Grant, the Database Subcommittee Chair, and Joyce Jackson, the database administrator, will provide an update on the team’s activities.</p> <p>One of the FGC’s initiatives for 2018 is to implement a “best practices” recognition program that is not data-centered. The committee’s goal is to recognize the first set of award-winners at the EUCG 2018 Fall Workshop in Denver. Joyce Jackson will describe the new selection process and announce the schedule for 2018.</p>
10:15 – 10:45	<p>FP-17: 2018 Fall Workshop Agenda Review</p> <p>Don Barnett, CPS Energy</p> <p>During this session, Don Barnett will announce the most popular topics for inclusion in the FGC agenda at the EUCG 2018 Fall Workshop and recruit speakers, panelists, and survey sponsors.</p>
10:45 – 11:15	<p>Wednesday / Conference Debrief</p> <p>Don Barnett, CPS Energy</p> <p>Fossil Steering Committee members will facilitate a debrief to capture key ideas and takeaways from the day’s sessions and solicit delegates’ input on the conference as a whole.</p>
11:15	ADJOURN