

**EUCG
2018**

September 9-12

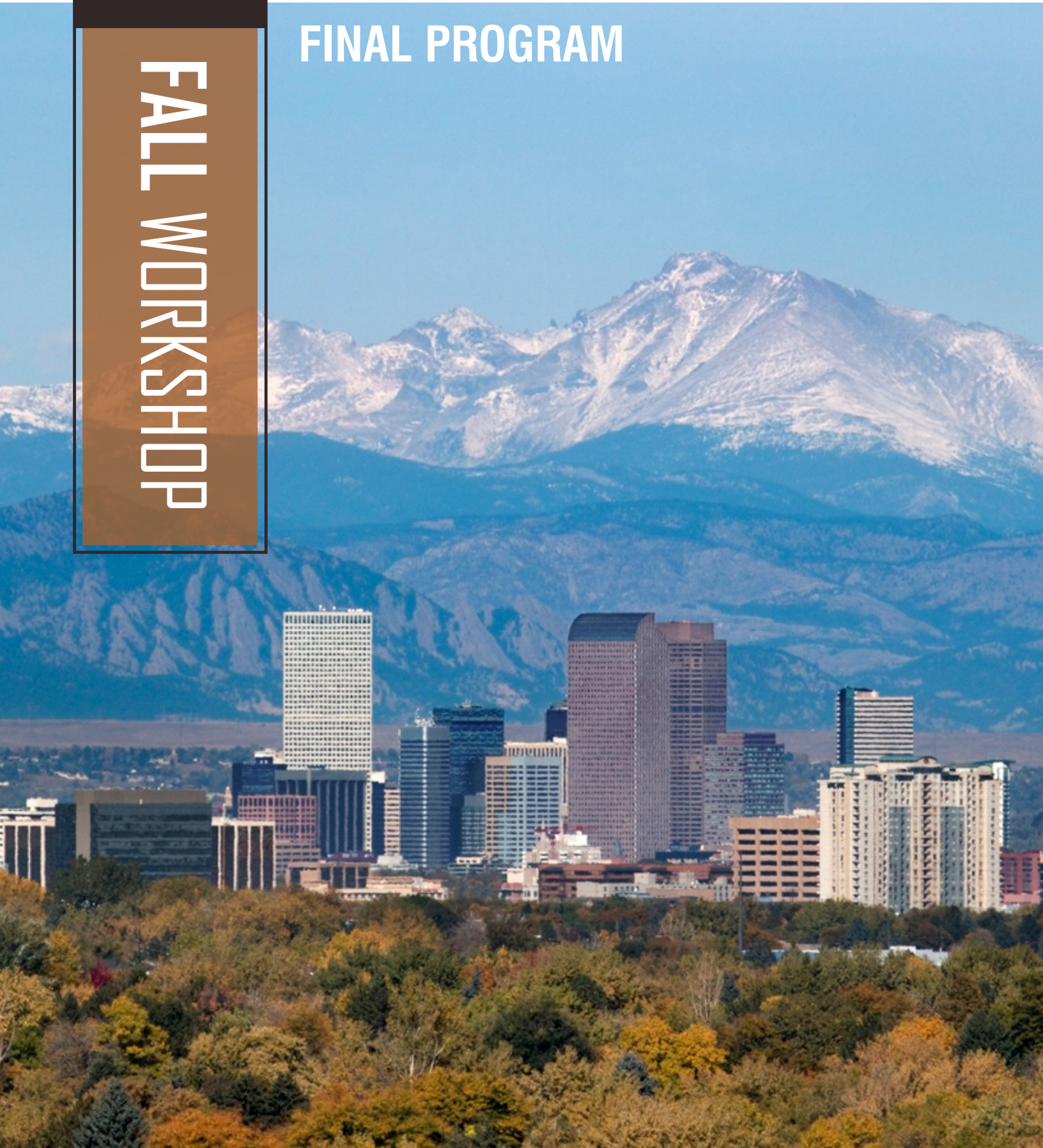
Grand Hyatt Denver | Denver, Colorado



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Your Energy Information Source

FALL WORKSHOP

FINAL PROGRAM





EUCG 2018

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September 9-12, 2018

Grand Hyatt Denver | Denver, Colorado



Dear EUCG Colleagues,

On behalf of the EUCG Board of Directors, we welcome you to the 2018 Fall Committee Workshops at the Grand Hyatt Denver in Denver, Colorado. We are excited to be in the Mile High City enjoying the backdrop of the beautiful Rocky Mountains.

The Committee Chairs and their teams have worked very hard to assemble interesting and engaging presentations and discussion topics for this workshop. We want to again give a special thanks to the members of our Workshop Task Team for the integral role they have played in putting together all aspects of this workshop. While we know most of you are here to attend a specific committee workshop, we encourage you to take a look at all the committee schedules. You may find a topic of interest for you or another member of your company, and we invite you to sit in on any of the sessions.

We are thrilled to have an outstanding keynote speaker for this workshop. We are pleased to have Juan Torres from the National Renewable Energy Laboratory (NREL), share his experiences in our Opening Session.

We promise an exciting Monday Evening Networking Event as we enjoy America's pastime, watching the Colorado Rockies take on the Arizona Diamondbacks at Coors Field. This event is an excellent opportunity to reunite with old friends and make new friends, and we're sure you'll have a great time at the pre-game party! There are 15 first-time attendees at this workshop and we are thrilled to welcome them to the EUCG family.

The EUCG Board continues to look for ways to improve EUCG's products and services for the benefit of you, our members. We are excited to announce the new and familiar faces of the 2019-2020 EUCG Board of Directors at our opening session.

We are glad that you have joined us here in Denver! Remember to mark your calendar and join us April 7-10, 2019 at the Hilton St. Petersburg Bayfront in St. Petersburg, Florida, for the 2019 Spring Committee Workshops.

Stephanie Maggard
EUCG President

KEYNOTE SPEAKER - JUAN TORRES

Mr. Juan Torres is the Associate Laboratory Director for Energy Systems Integration at the National Renewable Energy Laboratory. In this role, he oversees continuing efforts at the laboratory's Energy Systems Integration Facility (ESIF) to strengthen the security and resilience of the nation's electrical grid. He leads NREL's global initiative to optimize links between electricity, fuel, thermal, water, and communication networks in order to develop and demonstrate new technologies for grid modernization. Torres also co-leads the Department of Energy's Grid Modernization Laboratory Consortium (GMLC) efforts.

Prior to joining NREL in June 2017, Torres served in a variety of technical and management positions throughout his 27-year career at Sandia National Laboratories, and most recently as deputy to Sandia's vice president for Energy and Climate programs. At Sandia, Torres led efforts in cybersecurity, guided investments in advanced microgrid and renewable energy research, and led the security and resilience team under the DOE's GMLC efforts.

Torres holds a bachelor's degree in electronics engineering technology from the University of Southern Colorado and a master's degree in electrical engineering from the University of New Mexico.



JUAN TORRES

Associate Laboratory Director,
Energy Systems Integration
National Renewable
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EUCG BOARD OF DIRECTORS



AGENDA AT-A-GLANCE

SUNDAY | SEPTEMBER 9

8:00 am – 12:00 pm	Board of Directors Meeting	<i>Mt. Princeton</i>
4:30 pm – 5:00 pm	New Delegate Orientation	<i>Mt. Oxford</i>
5:00 pm – 7:00 pm	Welcome Reception	<i>Aspen Foyer</i>

MONDAY | SEPTEMBER 10

7:00 am – 8:00 am	Breakfast	<i>Aspen Foyer</i>
8:00 am – 9:30 am	General Session, Membership Meeting	<i>Aspen Ballroom</i>
9:30 am – 10:00 am	Break	<i>Aspen Foyer</i>

	FOSSIL <i>Mt. Oxford</i>	HYDRO <i>Maroon Peak</i>	NUCLEAR <i>Mt. Columbia</i>	T&D <i>Mt. Princeton</i>
10:00 am – 11:00 am	FP1 (120 min) Fossil Best Practices Awards	HP1 (45 min) Introductions and Business Updates/ Address from HPC Chairman	NC1 (60 min) EUCG Introductions, General Business and 2018 Strategic Plan Update	TD1 (60 min) Welcome & Introduction
11:00 am – 12:00 pm		HP2 (30 min) Top Performance Analysis, Methodology & Results		
		HP3 (45 min) Top Performers – Analysis & Results Including Long Term Leaders		
12:00 pm – 1:00 pm	Lunch			<i>Aspen Foyer</i>

	FOSSIL <i>Mt. Oxford</i>	HYDRO <i>Maroon Peak</i>	NUCLEAR <i>Mt. Columbia</i>	T&D <i>Mt. Princeton</i>
1:00 pm – 2:00 pm	FP2 (60 min) The Power of Learning Teams	HP3 (60 min) (cont) Top Performers – Analysis & Results Including Long Term Leaders	NC3 (60 min) PG&E Innovation Submittal Process Discussion	TD3 (60 min) Innovation – Reviewing the Exelon Innovation Expo
2:00 pm – 2:45 pm	FP3 (45 min) Survey Review: Fossil Performance Measures	HP4 (45 min) Condition Monitoring & Diagnostics – Pilot Project at Ontario Power Generation	NC4 (45 min) TVA Inventory Reserve Method Benchmarking Results	TD4 (45 min) Safety – Public Safety Education Demonstration

2:45 pm – 3:15 pm **Break**

Aspen Foyer

3:15 pm – 4:15 pm	FP4 (60 min) KPIs/Metrics: What are We Measuring? – Joint Session with T&D Committee	HP5 (45 min) Development of a Condition Monitoring & Reliability Function at Meridian Energy	3:00 pm – 3:45 pm NC5 (45 min) Innovation Task Team Presentation of Survey Results and Discussion	TD5 (60 min) KPIs/Metrics: What are We Measuring? – Joint Session with Fossil Committee in Mt. Oxford
4:15 pm – 4:45 pm		HP6 (60 min) How Can We Use Condition Monitoring & Diagnostics Systems to Improve Asset Management? Discussion	NC6 (30 min) 2018 Member Satisfaction Survey Results	
	FP5 (30 min) Monday Debrief		NC7 (15 min) Day One Wrap Up and Next Day Plan	TD6 (45 min) Daily Wrap up and General Discussion

5:15 pm – 9:30 pm **Monday Evening Networking Dinner Event**

Buses will operate on a continuous loop between the hotel and Coors Field from 5:00 pm-9:30 pm.

Join us at Coors Field as the Colorado Rockies take on the Arizona Diamondbacks! EUCG will host a pre-game reception featuring classic ballpark fare and plenty of opportunity to mix and mingle with fellow electric utility representatives. Once the first pitch is thrown, we will move into the stands and enjoy the game! Tickets will be provided.

TUESDAY | SEPTEMBER 11

7:00 am – 8:00 am		Breakfast			<i>Aspen Foyer</i>	
	FOSSIL <i>Mt. Oxford</i>	HYDRO <i>Maroon Peak</i>	NUCLEAR <i>Mt. Columbia</i>	T&D <i>Mt. Princeton</i>		
8:00 am – 9:00 am	FP6 (60 min) Safety Case Studies	HP7 (60 min) TVA's Hydro Major Maintenance Program (HMM) 2014-Present	NC8 (60 min) Project Cost Benchmark Database Task Team Recommendation	TD7 (105 min) Operations – Storm Restoration – Puerto Rico post Hurricane Maria		
9:00 am – 9:45 am	FP7 (45 min) Change Management Culture	HP8 (45 min) Scope and Status of Unit Start/Stop and Ramping Expenses – Current Approaches by HPC Member Utilities – Facilitated Discussion	NC9 (45 min) NIID Enhancements & 2018 Survey Results Update			
9:45 am – 10:15 am		Break			<i>Aspen Foyer</i>	
10:15 am – 11:15 am	FP8 (60 min) Work Management Best Practices – Joint Session with T&D Committee	HP9 (60 min) Value of Plant Capabilities (Ancillary Services)	10:00am - 10:45am NC10 (45 min) Retrieval of Industry Data from NIID	TD8 (60 min) Operations – Effective Scheduling and Management of Work – Joint Session with the Fossil Committee in Mt. Oxford		
11:15 am – 12:00 pm			FP9 (45 min) Managing O&M Budgets/ Cost Reduction Methods			
			NC12 (45 min) Major Nuclear Issues Discussion to Determine Major Topics for Potential Workshop Breakout Sessions	TD9 (45 min) Technology/Operations – PSEG Partnership with Near Earth UAV Services		
12:00 pm – 1:00 pm		Lunch			<i>Aspen Foyer</i>	

	FOSSIL <i>Mt. Oxford</i>	HYDRO <i>Maroon Peak</i>	NUCLEAR <i>Mt. Columbia</i>	T&D <i>Mt. Princeton</i>
1:00 pm – 2:00 pm	FP10 (60 min) Creating a Data-Driven Culture Through Visual Analytics	HP11 (45 min) Digitizing Inspection/Reporting from Field-Based Operations in Work Management System	NC13 (60 min) Guest Speaker - The United States Mint – Connecting America Through Coins	TD10 (60 min) Technology/Operations – EMP Mitigation
		HP12 (60 min) Labor Cost Index Update		
2:00 pm – 2:45 pm	FP11 (45 min) Combined Cycle Best Practices: Valve Maintenance		NC14 (45 min) International Benchmarking Review	TD11 (45 min) Safety/Operations – Annual Safety and Reliability Survey Results
2:45 pm – 3:15 pm	Break			<i>Aspen Foyer</i>
3:15 pm – 4:00 pm	FP12 (30 min) Spring 2019 Agenda Development	HP13 (45 min) Project Governance	NC15 (45 min) 3:00 pm – 3:45 pm Major Issues Discussion/ Discuss in Breakout Teams/ Finalize Wednesday Presentations	TD12 (30 min) Member Success Stories – Welcoming Alabama Power Company
			FP13 (30 min) Tuesday Debrief	
4:00 pm – 5:00 pm		HP14 (60 min) Business Value of A1/A2 Separation		TD13 (30 min) Member Success Stories

WEDNESDAY | SEPTEMBER 12

7:00 am – 8:00 am		Breakfast			<i>Aspen Foyer</i>
		FOSSIL <i>Mt. Oxford</i>	HYDRO <i>Maroon Peak</i>	NUCLEAR <i>Mt. Columbia</i>	T&D <i>Mt. Princeton</i>
8:00 am – 9:00 am	FP14 (60 min) Plant Shutdown & Transition Plans		HP15 (20 min) Safety Survey – Revisions to Part B	NC17 (60 min) Major Nuclear Issues/Next Steps Presentations by Breakout Teams	TD15 (60 min) Operations – Intern Recruitment Programs
	HP16 (25 min) HPC Data Review Follow-Up				
	HP17 (30 min) 2018 Staffing Survey Results & Database Development				
9:00 am – 9:45 am	FP15 (45 min) Maintenance Cost Increases Due to Cycling Operation		HP18 (30 min) HPC 2019 Spring Agenda Planning	NC18 (45 min) Summation of Fall 2018 Workshop/Overview of Spring 2019 Workshop Agenda	TD16 (45 min) Operations – Annual Transmission Survey Results
9:45 am – 10:15 am		Break			<i>Aspen Foyer</i>
10:15 am – 11:00 am	FP16 (30 min) Database Review Team Report		HP19 (45 min) HPC Business Report	NC19 (45 min) Fall Workshop Wrap-Up & Roundtable	TD17 (45 min) Final Wrap Up and General Discussion
	FP17 (30 min) Spring 2019 Agenda Review				
11:00 am – 12:00 pm	FP18 (45 min) FGC Business Meeting/ Workshop Debrief		HP20 (60 min) HPC Roundtable & Action Item Review	NC20 (240 min) Nuclear Leadership Team Meeting	TD18 (120 min) Spring 2019 Agenda Build
11:00 am – 12:00 pm		Boxed Lunches Provided			<i>Aspen Foyer</i>
12:00 pm – 5:00 pm	FP19 (300 min) Fossil Steering Committee Meeting		HP21 (60 min) HPC Leadership Meeting/ Working Lunch		

A photograph of several oil pumpjacks in a snowy field. The pumpjacks are made of dark metal and have long, yellow-painted arms. They are set on a flat, snow-covered ground. In the background, there are power lines and a clear sky. The overall scene is industrial and cold.

**EUCG
2018**

FOSSIL TRACK SCHEDULE

MONDAY | SEPTEMBER 10

8:00 am – 9:30 am	EUCG General Session, Membership Meeting	<i>Aspen Ballroom</i>
9:30 am – 10:00 am	Break	<i>Aspen Foyer</i>
10:00 am – 12:00 am	FP1: Fossil Best Practices Awards Andrew Campbell , <i>Tennessee Valley Authority</i> Lim Do Hyung , <i>Korea East-West Power Co., Ltd.</i> Steve Royall , <i>Pacific Gas & Electric</i> The FGC will present Fossil Best Practices Awards to recognize processes and programs that have reduced cost, enhanced revenue, or improved performance, safety, or otherwise improved the health of EUCG member companies. Representatives of the award-winning organizations will make presentations about their best practices.	<i>Mt. Oxford</i>
12:00 pm – 1:00 pm	Lunch	<i>Aspen Foyer</i>
1:00 pm – 2:00 pm	FP2: The Power of Learning Teams Stephanie Swindle , <i>Southern Company</i> What if we became less surprised by human error and failure and instead became more interested in learning? What if we realized that many of the conditions that led to a failure were not identified in our standard hazard analysis tools? What if there was no “root cause” or “chain of events” that led to the failure in some sort of linear fashion? Let’s talk about it and see if there may just be a new way to respond to failure. Let’s look at the complexity of failure and consider the possibility that it happens more from normal variability than from some anomaly. Let’s talk about taking time to learn before we act! This concept used learning teams to capture the “story” of an event and determine the potential solutions.	<i>Mt. Oxford</i>
2:00 pm – 2:45 pm	FP3: Survey Review: Fossil Performance Measures Evelyn Grant , <i>Lower Colorado River Authority</i> Peggy Pleasant , <i>Austin Energy</i> During this session, Evelyn Grant and Peggy Pleasant will review the results of an FGC survey of the performance measures that are being used within member utilities’ Fossil organizations. The survey sought to identify the measures that are used at the plant level as well as those that are used at the regional and corporate levels; how often and in what formats measures are reported; and which measures are used for personnel compensation.	<i>Mt. Oxford</i>
2:45 pm – 3:15 pm	Break	<i>Aspen Foyer</i>
3:15 pm – 4:15 pm	FP4: KPIs/Metrics: What Are We Measuring? <i>Joint Session with T&D Committee</i> Andrew Campbell , <i>Tennessee Valley Authority</i> Leeth DePriest , <i>Southern Company</i> Joseph Martucci , <i>PSEG</i> A standard in business operations is the development and use of key performance indicators (KPIs) to measure company performance in meeting strategic and operational goals. While it is a common business practice, utilities vary in how they define and leverage their KPIs. Representatives of EUCG member utilities will discuss the KPIs they use; how they are developed, benchmarked and reviewed; and how they are used to drive change in the organization.	<i>Mt. Oxford</i>

4:15 pm – 4:45 pm	FP5: Monday Debrief	<i>Mt. Oxford</i>
	<p>Don Barnett, <i>CPS Energy</i> Dave Thomas, <i>DTE Energy</i></p> <p>Workshop delegates will participate in a daily debrief to capture key ideas and takeaways from the day's sessions.</p>	
TUESDAY SEPTEMBER 11		
8:00 am – 9:00 am	FP6: Safety Case Studies	<i>Mt. Oxford</i>
	<p>Don Barnett, <i>CPS Energy</i> Steve Royall, <i>Pacific Gas & Electric</i></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 am – 9:45 am	FP7: Change Management Culture	<i>Mt. Oxford</i>
	<p>Liam Sheppard, <i>Austin Energy</i></p> <p>Academic and private research shows that when an organization does an excellent job of managing change, the likelihood of meeting or exceeding objectives increases exponentially. Change management focuses on the people-dependent portion of a project or initiative. By managing change, we help employees adopt and use the portion of a project or initiative that depends on them doing their jobs differently. The goal is to prepare employees and support them during and after change, ultimately increasing chances of projects being on time, on budget, and the organization achieving the project or initiative purpose, intent and ROI.</p>	
9:45 am – 10:15 am	Break	<i>Aspen Foyer</i>
10:15 am – 11:15 am	FP8: Work Management Best Practices <i>Joint Session with T&D Committee</i>	<i>Mt. Oxford</i>
	<p>Don Barnett, <i>CPS Energy</i> Keith Morrison, <i>Omaha Public Power District</i></p> <p>Ensuring our workforces are working as efficiently as possible is a critical activity for plant managers. Panelists during this session will discuss how they are organized to schedule and manage work on their units, as well as how they develop plans to ensure that work can be completed effectively.</p>	
11:15 am – 12:00 pm	FP9: Managing O&M Budgets / Cost Reduction Methods	<i>Mt. Oxford</i>
	<p>Steve Royall, <i>Pacific Gas & Electric</i> Joseph Sales, <i>Tennessee Valley Authority</i></p> <p>Representatives from FGC member utilities will discuss their companies' strategies to manage budgets and identify cost reduction methods in an increasingly challenging energy market.</p>	
12:00 pm – 1:00 pm	Lunch	<i>Aspen Foyer</i>

1:00 pm – 2:00 pm	FP10: Creating a Data-Driven Culture Through Visual Analytics	<i>Mt. Oxford</i>
	<p>Peggy Pleasant, <i>Austin Energy</i> Ben Zimmerman, <i>Tennessee Valley Authority</i> Randy Mullinax, <i>Southern Company</i></p> <p>The emergence of big data over the years has propelled utilities to adopt a number of visual analytics technologies to aid them in making sense of their data. For the use of such tools to be successful, organizations are adopting a data-driven culture that enables all levels of the organization to collaborate on making data the heart of organizational decision-making. Representatives from FGC member utilities will present visual analytics use cases and explain the transformative effect they have had on their respective organizations.</p>	
2:00 pm – 2:45 pm	FP11: Combined Cycle Best Practices: Valve Maintenance	<i>Mt. Oxford</i>
	<p>Steve Royall, <i>Pacific Gas & Electric</i> Brad Fowler, <i>Bay Valve Service</i></p> <p>With the increased number of plant cycling events, maintaining valve reliability is becoming more and more challenging. This session will focus on best practices in valve maintenance from both the owner and vendor perspectives. Steve Royall will describe some recent experiences with valve reliability at Pacific Gas & Electric, and Brad Fowler from Bay Valve Service will describe valve scenarios that company has seen and discuss how to address them.</p>	
2:45 pm – 3:15 pm	Break	<i>Aspen Foyer</i>
3:15 pm – 3:45 pm	FP12: Spring 2019 Agenda Development	<i>Mt. Oxford</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 2019 Spring Workshop, which is scheduled for April 7 – 10, 2019, in St. Petersburg, Florida. During the planning process, members will vote on agenda topics and identify surveys to update.</p>	
3:45 pm – 4:15 pm	FP13: Tuesday Debrief	<i>Mt. Oxford</i>
	<p>Don Barnett, <i>CPS Energy</i> Dave Thomas, <i>DTE Energy</i></p> <p>Workshop delegates will participate in a daily debrief to capture key ideas and takeaways from the day's sessions.</p>	

WEDNESDAY | SEPTEMBER 12

8:00 am – 9:00 am	FP14: Plant Shutdown & Transition Plans	<i>Mt. Oxford</i>
	<p>Don Barnett, <i>CPS Energy</i> Andrew Campbell, <i>Tennessee Valley Authority</i></p> <p>The session will focus on utility companies' strategies and previous experience for identifying, training, and providing opportunities for site employees during the transition to a plant shutdown. Representatives of FGC member utilities will address such issues as:</p> <ul style="list-style-type: none"> • The importance of a transition period • Length of transition period and written transition plans • Transition period regulations, experiences, and lessons learned • Transition and shutdown process steps • Role of plant employees retained to assist with decommissioning and removal of retired units 	
9:00 am – 9:45 am	FP15: Maintenance Cost Increases Due to Cycling Operation	<i>Mt. Oxford</i>
	<p>Steve Royall, <i>Pacific Gas & Electric</i> Don Barnett, <i>CPS Energy</i> TBA, <i>Tennessee Valley Authority</i></p> <p>Representatives from FGC member utilities will describe how they are addressing rising maintenance costs associated with increased cycling operation of both combined cycle and conventional steam electric generating units.</p>	
9:45 am – 10:15 am	Break/Adjourn Fossil Agenda Track	<i>Aspen Foyer</i>
10:15 am – 10:45 am	FP16: Database Review Team Report	<i>Mt. Oxford</i>
	<p>Joyce Jackson, <i>Cook-Jackson, Inc.</i></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. Joyce Jackson, the FGC database administrator, will provide an update on the team's activities.</p>	
10:45 am – 11:15 am	FP17: Spring 2019 Agenda Review	<i>Mt. Oxford</i>
	<p>Don Barnett, <i>CPS Energy</i></p> <p>During this session, Don Barnett will announce the most popular topics for inclusion in the FGC agenda at the EUCG 2019 Spring Workshop and will recruit speakers, panelists, and survey sponsors.</p>	
11:00 am – 12:00 pm	Boxed Lunches Available	<i>Aspen Foyer</i>
11:15 am – 12:00 pm	FP18: FGC Business Meeting/Workshop Debrief	<i>Mt. Oxford</i>
	<p>Don Barnett, <i>CPS Energy</i> Steve Royall, <i>Pacific Gas & Electric</i> Dave Thomas, <i>DTE Energy</i></p> <p>Steve Royall, FGC Chairman, will present information to the members regarding EUCG policy additions and changes, financial and membership reports, and any additional information requiring ratification or being of special interest. Following the business meeting, workshop delegates will participate in a daily debrief to capture key ideas and takeaways from the day's sessions.</p>	
12:00 pm	Adjourn	

**EUCG
2018**

**HYDRO TRACK
SCHEDULE**



MONDAY | SEPTEMBER 10

8:00 am – 9:30 am	EUCG General Session, Membership Meeting	<i>Aspen Ballroom</i>
9:30 am – 10:00 am	Break	<i>Aspen Foyer</i>
10:00 am – 10:45 am	HP1: Introductions & Business Updates/Address from HPC Chairman Chris Utracki , <i>Ontario Power Generation, Hydro Productivity Committee Chair</i> Introductory session will give new members the opportunity to introduce themselves and their companies, and for all members to share any business updates and “headline news” happening at their companies.	<i>Maroon Peak</i>
10:45 am – 11:15 am	HP2: Top Performance Analysis, Methodology & Results Patrick O’Connor , <i>Oak Ridge National Laboratory</i> John Schuknecht , <i>Pacific Gas & Electric</i> In this session, we will examine key findings from the 2018 data cycle and reflect on changes and trends in the industry. This session is also intended to signal new issues and needs for the Committee to focus on in the upcoming year.	<i>Maroon Peak</i>
11:15 am – 12:00 pm	HP3: 2017 Top Performers – Analysis & Results including Long Term Leaders Selected Top Performers During this session, selected top performing companies in key cost and reliability metrics will share with the Committee what is being done at their plant(s) to achieve leading performance. Be prepared to explore the issues with questions!	<i>Maroon Peak</i>
12:00 pm – 1:00 pm	Lunch	<i>Aspen Foyer</i>
1:00 pm – 2:00 pm	HP3: 2017 Top Performers – Analysis and Results including Long Term Leaders (Cont.) This is a continuation of HP3 session before the break.	<i>Maroon Peak</i>
2:00 pm – 2:45 pm	HP4: Condition Monitoring & Diagnostics – Pilot Project at Ontario Power Generation Dave Brandt , <i>Ontario Power Generation</i> Ontario Power Generation presents its implementation of a Monitoring and Diagnostic Centre intended to move maintenance focus from preventative to condition-based. This is a report from an early stage of a pilot project that intends to integrate M&D with the asset management process.	<i>Maroon Peak</i>
2:45 pm – 3:15 pm	Break	<i>Aspen Foyer</i>
3:15 pm – 4:00 pm	HP5: Development of a Condition Monitoring and Reliability Function at Meridian Energy Richard Griffiths , <i>Meridian Energy</i> This session describes how Meridian developed, from scratch, a Condition Monitoring framework and Reliability Engineering capability to reverse declining plant performance and create a culture of continuous improvement and best practice.	<i>Maroon Peak</i>
4:00 pm – 5:00 pm	HP6: How Can We Use Condition Monitoring and Diagnostics Systems to Improve Asset Management? A Facilitated Discussion Dave Brandt , <i>Ontario Power Generation</i> Richard Griffiths , <i>Meridian Energy</i> The Fourth Industrial Revolution (4IR) has been identified as taking place with rapid changes driven	<i>Maroon Peak</i>

by progress in artificial intelligence, cyber physical systems and internet of things (IOT). However, it is often a new territory for the Hydropower industry. Utilities have installed new sensors in major equipment components such as generators and turbines to collect equipment condition data along with the operational data in hopes to utilize it in making more effective decisions in their asset management programs.

At the same time, traditional “old school” success factors like organizational design, human motivational aspects, data integrity, project execution and (good old) inventory management play as critical role as ever before.

We encourage you to challenge your colleagues, with all the penetrating questions you can come up with. There is a hospitality function directly after this session and all intrusive questioning will be forgiven.

TUESDAY | SEPTEMBER 11

8:00 am – 9:00 am **HP7: TVA’s Hydro Major Maintenance Program (HMM) 2014 – Present** *Maroon Peak*

Alex Mosley, *Tennessee Valley Authority*

Tennessee Valley Authority’s (TVA) Hydro Modernization Program was begun in 1992 and continued through 2014. In this era 56 conventional and 4 pumped storage units received major refurbishment with average efficiency improvement of 5% and a total gain of 536 MW in capacity. In this session, TVA’s present program will be highlighted including the objectives and expected benefits.

9:00 am – 9:45 am **HP8: Scope and Status of Unit Start/Stop and Ramping Expenses – Current Approaches by HPC Member Utilities – Facilitated Discussion** *Maroon Peak*

Jim Miller, *Signal Hydropower Consultants*

As renewable energy sources such as solar and wind become a larger part of a utility’s generation portfolio, the need for its hydropower generating units to perform cyclic duty such as ramping and the number of start/stops increase. These changes in hydropower unit operation are necessary to maintain a steady level of generation to the electric grid. These utilities are concerned about the short and long-term impacts to the components and the associated maintenance expenses. HPC utility member representatives will discuss the approach taken by their to identifying these impacts and costs.

9:45 am – 10:15 am **Break** *Aspen Foyer*

10:15 am – 11:15 am **HP9: Value of Plant Capabilities (Ancillary Services)** *Maroon Peak*

Patrick O’Connor, *Oak Ridge National Laboratory*

As electric markets mature, the value of ancillary services is emerging as a critical issue. The United States Federal Energy Regulatory Commission (FERC) defines the **ancillary services** as: “those **services** necessary to support the transmission of **electric** power from seller to purchaser given the obligations of control areas and transmitting utilities within those control areas to maintain reliable operations.” Hydropower facilities are equipped to provide many of these services in a very cost-effective manner. The Department of Energy has engaged Oak Ridge National Laboratory (ORNL) to perform an analysis to define the value of these services to the electric markets. An update on ORNL’s work will be provided.

11:15 am – 12:00 pm	HP10: Utilization of Unit Optimization Software at the Bureau of Reclamation	<i>Maroon Peak</i>
	Clark Bishop , <i>U.S. Bureau of Reclamation</i>	
	It is the goal of every hydropower facility owner to generate the most electrical power from the available water. There are computer applications that optimize unit operating parameters to take advantage of unit's most efficient settings. This session will present such software used at the U.S. Bureau of Reclamation.	
12:00 pm – 1:00 pm	Lunch	<i>Aspen Foyer</i>
1:00 pm – 1:45 pm	HP11: Digitizing Inspection/Reporting from Field-Based Operations in Work Management System	<i>Maroon Peak</i>
	Dale Adams , <i>Ontario Power Generation</i>	
	Historically, utilities have maintained plant operational data and maintenance records in a paper format. This method is time consuming when it comes to accessing maintenance records, instructions and performance data. Digital technology (tablets) can make the switch to an on-line link to the work management systems and improve productivity. This session will present Ontario Power Generation's endeavors and challenges in implementing tablets in maintenance.	
1:45 pm – 2:45 pm	HP12: Labor Cost Index Update	<i>Maroon Peak</i>
	Gbadebo A. Oladosu , <i>Oak Ridge National Laboratory</i>	
	This presentation is an update regarding methodology for normalization of labor cost data. The discussion will be about the fitness of indices available from national and sub-national employment/wage data sources. It will also discuss progress on the pilot effort to collect labor hour data for cross-validation of reported (labor) costs and possibly, labor input normalization.	
2:45 pm – 3:15 pm	Break	<i>Aspen Foyer</i>
3:15 pm – 4:00 pm	HP13: Project Governance	<i>Maroon Peak</i>
	Stephanie Maggard , <i>Pacific Gas & Electric</i> Alex Mosley , <i>Tennessee Valley Authority</i>	
	Capital and large Operations and Maintenance projects require a significant amount of utility resources and must be managed effectively from initial conceptual study through implementation to completion. This session will feature approaches taken by PG&E and TVA in their investment projects.	
4:00 pm – 5:00 pm	HP14: Business Value of A1/A2 Separation	<i>Maroon Peak</i>
	Matt Dau , <i>Bonneville Power Authority</i> <i>All HPC Members</i>	
	Ever since the initial issuance of the HPC Data Guide in 2005, the administrative cost definitions separated direct (administrative) expenses incurred at the plant level from those allocated from the corporate level. Some HPC members have experienced problems with gathering these expenses separately.	

WEDNESDAY | SEPTEMBER 12

8:00 am – 8:20 am	HP15: Safety Survey – Revisions to Part B	<i>Maroon Peak</i>
	Jim Miller , <i>Signal Hydropower Consultants</i> During the 2018 Safety Survey, the lack of leading indicators was identified by several utilities. In this session the proposed revisions to Part B will be presented for committee consideration in the 2019 survey.	
8:20 am – 8:45 am	HP16: EUCG – HPC Data Review Follow-Up	<i>Maroon Peak</i>
	Matt Dau , <i>Bonneville Power Administration</i> The HPC conducted its annual data review in July and the status of the action items will be reviewed.	
8:45 am – 9:15 am	HP17: 2018 Staffing Survey Results & Database Development	<i>Maroon Peak</i>
	Jim Miller , <i>Signal Hydropower Consultants</i> Since 2007, the HPC has annually conducted a staffing survey of Full Time Equivalent employees and contractors required to staff their hydropower facilities. This data has been collected in spreadsheet format which limits access to historical data and analysis. These issues could be addressed by incorporating these data records into the committee’s database. The functional requirements for this transition will be reviewed and discussed by the committee members.	
9:15 am – 9:45 am	HP18: HPC 2019 Spring Agenda Planning	<i>Maroon Peak</i>
	Chris Utracki , <i>Ontario Power Generation, HPC Chairman</i> During this session we will develop the initial agenda for the spring 2019 HPC meeting. This is the time to express your interests and suggest topics you would like discussed. Also, let us know if you have something interesting to share with the rest of the committee.	
9:45 am – 10:15 am	Break	<i>Aspen Foyer</i>
10:15 am – 11:00 am	HP19: HPC Business Report	<i>Maroon Peak</i>
	Chris Utracki , <i>Ontario Power Generation, HPC Chairman</i> During this session Chris will report on the committee’s business matters.	
11:00 am – 12:00 pm	HP20: HPC Roundtable & Action Item Review	<i>Maroon Peak</i>
	Chris Utracki , <i>Ontario Power Generation, HPC Chairman</i> <i>All HPC Members</i> This is the session to share your feedback on the workshop. The session will conclude with a summary of outstanding action items (you know the rules, if you’re not there, you will be volunteered for the actions others did not volunteer for).	
12:00 pm – 1:00 pm	HP21: HPC Leadership Meeting (Working Lunch)	<i>Maroon Peak</i>
	Chris Utracki , <i>Ontario Power Generation, HPC Chairman</i> <i>All HPC Members</i> This is the time to decompress and unwind. It is the time to discuss any topics that are on your mind (other than lunch).	

A photograph of a nuclear power plant with four large cooling towers emitting white steam, set against a clear blue sky. In the foreground, there is a vast field of bright yellow flowers. The image is framed by a black vertical bar on the right side containing text.

**EUCG
2018**

NUCLEAR TRACK SCHEDULE

MONDAY | SEPTEMBER 10

8:00 am – 9:30 am	EUCG General Session, Membership Meeting	<i>Aspen Ballroom</i>
9:30 am – 10:00 am	Break	<i>Aspen Foyer</i>
10:00 am – 11:00 am	NC1: Introductions, General Business & 2018 Strategic Plan Update David Ward, Duke Energy, Nuclear Committee Chair David Ward will kick-off the Nuclear Committee session of the Fall 2018 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 including the highlights of the EUCG Nuclear Committee 2018 Strategic Plan.	<i>Mt. Columbia</i>
11:00 am – 12:00 pm	NC2: Presentation of Member Issues David Ward, Duke Energy, Nuclear Committee Chair David Ward will present the issues submitted by members prior to the workshop. The request for issues was sent to each member company’s Primary Representative and Management Sponsor. This is to present items only with more detailed discussion to occur in NC12. The process to collect, disseminate and resolve issues will be included in the NC15 session.	<i>Mt. Columbia</i>
12:00 pm – 1:00 pm	Lunch	<i>Aspen Foyer</i>
1:00 pm – 2:00 pm	NC3: Pacific Gas & Electric (PG&E) Innovation Submittal Process Discussion Kelly Young, Pacific Gas & Electric Kelly Young will provide an overview of the “Affordability WAVE Process” implemented at DCP. Also included in the presentation will be the process by which innovative ideas and concepts are shared and implemented at DCP.	<i>Mt. Columbia</i>
2:00 pm – 2:45 pm	NC4: TVA Inventory Reserve Method Benchmarking Results Karen Smith, Tennessee Valley Authority The results from the Inventory Reserve Method Benchmarking adhoc survey requested by TVA will be presented. The survey requested information from EUCG Nuclear Committee member companies regarding obsolete/stranded materials, supplies and inventory reserves processes, to learn about industry best practices.	<i>Mt. Columbia</i>
2:45 pm – 3:00 pm	Break	<i>Aspen Foyer</i>
3:00 pm – 3:45 pm	NC5: Innovation Task Team Presentation of Survey Results and Discussion Darrell Negley, PSEG Darrell Negley will review the survey results of the Efficiency Initiative where each company that participates in the EUCG workshops submits one or more efficiency idea that they have implemented at their company. Based on input from the survey a select number of member companies will be chosen to do a panel discussion to cover the specifics of their initiatives.	<i>Mt. Columbia</i>

3:45 pm – 4:15 pm	NC6: 2018 Member Satisfaction Survey Results	<i>Mt. Columbia</i>
	David Ward , <i>Duke Energy, Nuclear Committee Chair</i> The results from the 2018 EUCG Member Satisfaction Surveys will be presented which included the Management Sponsor survey and the Primary Representative survey. Discussion will be held as to the recommended action from the members input to improve the EUCG Nuclear Committee products and services.	
4:15 pm – 4:30 pm	NC7: Day One Wrap Up and Next Day Plan	<i>Mt. Columbia</i>
	Phil Young , <i>Exelon</i> Phil Young will close the day’s sessions with a wrap up and next day highlights. At the conclusion of this session, members will have the opportunity to network with their counterparts and discuss details/answers to questions raised in NC2.	
TUESDAY SEPTEMBER 11		
8:00 am – 9:00 am	NC8: Project Cost Benchmark Database Task Team Recommendation	<i>Mt. Columbia</i>
	Johnathan Hicks , <i>Energy Northwest</i> Johnathan Hicks will present the Task Team’s recommended changes to the Major Capital Project Survey and the NIID Query tool to enhance the benchmarking capability of major capital projects.	
9:00 am – 9:45 am	NC9: NIID Enhancements & 2018 Survey Results Update	<i>Mt. Columbia</i>
	Christine Messer , <i>Database Manager, Nuclear Committee</i> Christine Messer will provide an update on the 2018 survey results and also present the latest upgrades to NIID. These include enhancements to the data definition, new reports, and training tools. Also included in this session will be an overview of the proposed aggregated version of NIID.	
9:45 am – 10:00 am	Break	<i>Aspen Foyer</i>
10:00 am – 10:45 am	NC10: Retrieval of Industry Data from NIID	<i>Mt. Columbia</i>
	Christine Messer , <i>Database Manager, Nuclear Committee</i> Christine Messer will facilitate a “hands-on” exercise session by using examples to access and retrieve nuclear industry data from the Nuclear Integrated Information Database (NIID). Data request scenarios will be presented and attendees will assist in determining the steps required to efficiently retrieve the desired results from the test examples.	
10:45 am – 11:15 am	NC11: Decommission Database Overview	<i>Mt. Columbia</i>
	David Ward , <i>Duke Energy, Nuclear Committee Chair</i> An overview of the recently completed Decommission Database will be provided to present how to access, update and discuss the guidelines specific to this database. This includes data entry and report retrieval.	

11:15 am – 12:00 pm **NC12: Major Nuclear Issues Discussion to Determine Major Topics for Potential Workshop Breakout Sessions** *Mt. Columbia*

David Ward, *Duke Energy, Nuclear Committee Chair*

David Ward will continue the discussion regarding the issues submitted by members in order to determine those deemed to be Major Issues. The issues will be discussed and ranked to effectively utilize the experienced resources present at the workshop. There are typically a maximum of 4 Major Issues addressed at each workshop, given the resources available. Workshop attendees will choose which issue they will work on and then the collected “breakout” teams will determine the purpose / scope / team logistics for the assigned Major Issue. The expectation is that the Breakout Team members will present their proposals / resolution at the close of the workshop on Wednesday morning during NC17 session.

12:00 pm – 1:00 pm **Lunch** *Aspen Foyer*

1:00 pm – 2:00 pm **NC13: Guest Speaker – The United States Mint – Connecting America Through Coins** *Mt. Columbia*

Tom Fesing, *Denver United States Mint, Public Affairs*

Learn about the operations of the oldest federal agency and manufacturing institution in the United States. The United States Mint provides billions of coins each year, to collectors, investors, and for use in daily financial transactions. Quality, Safety, and Manufacturing details will be discussed, and time will be provided for questions and answers.

2:00 pm – 2:45 pm **NC14: International Benchmarking Review** *Mt. Columbia*

Peter Risteen, *Bruce Power, Nuclear Committee Vice Chair*

Peter Risteen will present the current approach to providing a customized benchmark report to international members. His overview will discuss the approach to catering a high level information summary unique to international members as part of large strategic direction for the EUCG Nuclear group. The information and format of the pending international scorecard will enable members to view high level cost metrics from the database in an easy to reference one page summary. Time will be provided for an open discussion at the end of the presentation.

2:45 pm – 3:00 pm **Break** *Aspen Foyer*

3:00 pm – 3:45 pm **NC15: Major Issues Discussion/Discuss in Breakout Teams/Finalize Wed. Presentations** *Mt. Columbia*

Steve McFadden, *Nuclear Committee Coordinator*

The Major Issues Breakout Teams discuss and develop how the identified issue will be handled. The team needs to clarify the issue, problem statement and desired benefit along with the expected end product. The team needs to identify how they see the issue being resolved. Teams prepare a short presentation of findings and recommendations for delivery at the NC17 session.

3:45 pm – 4:00 pm **NC16: Day Two Wrap Up and Next Day Plan** *Mt. Columbia*

Phil Young, *Exelon*

Phil Young will close the day’s sessions with a wrap up and next day highlights. Breakout teams can utilize the time after this session to finalize presentations for Wednesday morning.

WEDNESDAY | SEPTEMBER 12

8:00 am – 9:00 am	NC17: Major Nuclear Issues/Next Steps Presentations by Breakout Teams	<i>Mt. Columbia</i>
	Steve McFadden , <i>Nuclear Committee Coordinator</i> The Breakout Team Leads will present the findings and potential next steps for their respective issue. The attendees provide feedback on the presentations. The draft charters, if applicable, are provided to the Nuclear Chair for discussion with the Nuclear Leadership Team regarding disposition (resources, timelines etc.) at the Nuclear Leadership Team meeting.	
9:00 am – 9:45 am	NC18: Summation of Fall 2018 Workshop, Overview of Spring 2019 Workshop Agenda	<i>Mt. Columbia</i>
	David Ward , <i>Duke Energy, Nuclear Committee Chair</i> David Ward will summarize the workshop action items; provide an overview of the Spring 2019 Workshop agenda in St. Petersburg in April 2019.	
9:45 am – 10:15 am	Break	<i>Aspen Foyer</i>
10:15 am – 11:00 am	NC19: Fall Workshop Wrap-Up & Roundtable	<i>Mt. Columbia</i>
	Peter Risteen , <i>Bruce Power, Nuclear Committee Vice Chair</i> Solicit member feedback on the workshop content and facilities; and officially close the workshop.	
11:00 am – 12:00 pm	Boxed Lunches Available	<i>Aspen Foyer</i>
11:00 am – 3:00 pm	Nuclear Leadership Team Meeting	<i>Mt. Columbia</i>
	Nuclear Leadership Team members (only)	



**EUCG
2018**

T&D TRACK SCHEDULE



MONDAY | SEPTEMBER 10

8:00 am – 9:30 am	EUCG General Session, Membership Meeting	<i>Aspen Ballroom</i>
9:30 am – 10:00 am	Break	<i>Aspen Foyer</i>
10:00 am – 11:00 am	TD1: Welcome & Introductions <i>Eileen Brannon, Oncor, T&D Committee Chair</i> This session will include introductions of attending utilities and a discussion of their expectations for the week. Other items included in this session will include updates on T&D Committee business and laying the groundwork for future T&D Sessions.	<i>Mt. Princeton</i>
11:00 am – 12:00 pm	TD2: Host City Utility Greetings <i>Speaker from Xcel Energy</i> We will hear from a representative of Xcel Energy – Colorado operations area.	<i>Mt. Princeton</i>
12:00 pm – 1:00 pm	Lunch	<i>Aspen Foyer</i>
1:00 pm – 2:00 pm	TD3: Innovation - Reviewing the Exelon Innovation Expo <i>Belinda Kargbo, Pepco Holdings</i> <i>Garfield Mullings, ComEd</i> Exelon’s 2018 Innovation Expo theme this year was “Reinventing Energy in our Cities” - Powering a Cleaner and Brighter Future for our Customers and Communities. This year’s theme focused on how the company plays an important role as cities and communities become more sustainable. The Innovation Expo showcased exciting technologies, employee displays, and industry experts.	<i>Mt. Princeton</i>
2:00 pm – 2:45 pm	TD4: Safety - Public Safety Education Demonstration <i>Tim Burluson, Oncor</i> Oncor has implemented a wide reaching “Super Safe Kids” Education program. The campaign includes a 30 minute presentation to K-6th grade students, new cartoon mascots, a new electric safety website designed for kids and an animated PSA. It also features several community event offerings, including a new roadshow which is set to visit 70 schools in 2018.	<i>Mt. Princeton</i>
2:45 pm – 3:15 pm	Break	<i>Aspen Foyer</i>
3:15 pm – 4:15 pm	TD5: Operations – Key Performance Indicators <i>Joint Session with Fossil Committee</i> <i>Andrew Campbell, Tennessee Valley Authority</i> <i>Leeth DePriest, Southern Company</i> <i>Joe Martucci, PSEG</i> A standard in business operations is the development and use of key performance indicators (KPIs) to measure company performance in meeting strategic and operational goals. While it is a common business practice, utilities vary in how they define and leverage their KPIs. Representatives of FGC member utilities will discuss their key performance indicators, how they are developed, benchmarked and reviewed, and how they are used to drive change in the organization.	<i>Mt. Oxford</i>

4:15 pm – 5:00 pm **TD6: Daily Wrap Up and General Discussion** *Mt. Princeton*

Eileen Brannon, *Oncor, T&D Committee Chair*

Time will be taken to discuss the day’s activities: Were expectations met? What additional information might be of help? What new topics have come up as a result of these discussions?

TUESDAY | SEPTEMBER 11

8:00 am – 9:45 am **TD7: Operations - Storm Restoration – Puerto Rico post Hurricane Maria** *Mt. Princeton*

Eric Easton, *CenterPoint Energy*

Stephanie Pane, *Southern California Edison*

Companies from across the US provided assistance in the recovery efforts in Puerto Rico. These presentations will focus on the various responsibilities on the island, restoration challenges and successes and personal experiences. Committee members will then participate in a round table discussion to delve deeper into issues and events that took place during the restoration efforts in Puerto Rico.

9:45 am – 10:15 am **Break** *Aspen Foyer*

10:15 am – 11:15 am **TD8: Operations – Effective Scheduling and Management of Work** *Mt. Oxford*
Joint Session with Fossil Committee

Don Barnett, *CPS Energy*

Keith Morrison, *Omaha Public Power District*

Ensuring our workforces are working as efficiently as possible is a critical activity for plant managers. Panelists during this session will discuss how they are organized to schedule and manage work on their units, as well as how they develop plans to ensure that work can be completed effectively.

11:15 am – 12:00 pm **TD9: Technology/Operations – PSEG Partnership with Near Earth UAV Services** *Mt. Princeton*

Joe Martucci, *PSEG*

PSEG will provide an update on the status and results of their previously shared Pilot Program with NearEarth Autonomy. The program was established to collect data using custom, multi-modal sensor suites developed by Near Earth UAV Services, and attached to unmanned aerial vehicles (drones) and land vehicles (trucks).

12:00 pm – 1:00 pm **Lunch** *Aspen Foyer*

1:00 pm – 2:00 pm **TD10: Technology/Operations – EMP Mitigation** *Mt. Princeton*

Eric Easton, *CenterPoint Energy*

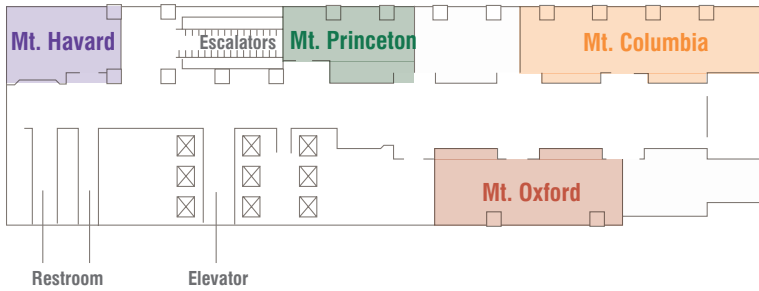
CenterPoint Energy embarked on an initiative to identify an effective, cost efficient solution for High-Power Electromagnetic (EM) mitigation in new and retrofit installations. The focus of mitigation efforts was substation assets used for the protection and control of the power delivery network. The design basis required the identified electromagnetic protection not compromise the reliability of existing substation functions, result in minimal increases to maintenance costs, and avoid significant changes in normal operating procedures. The EM mitigation design under development seeks to speed implementation time, lower initial installation costs, and minimize ongoing maintenance.

2:00 pm – 2:45 pm	TD11: Safety/Operations—Annual Safety and Reliability Survey Results	<i>Mt. Princeton</i>
	Roger Stephens , <i>Oncor</i>	
	Review and discuss of the annual Safety and Reliability Benchmarking Survey. There will be an additional discussion of the supplemental Safety Survey results.	
2:45 pm – 3:15 pm	Break	<i>Aspen Foyer</i>
3:15 pm – 3:45 pm	TD12: Member Success Stories—Welcoming Alabama Power Company	<i>Mt. Princeton</i>
	Wendy Dobbs , <i>Alabama Power</i>	
	Alabama Power has recently joined the T&D Committee. This will be quick overview to familiarize the group with Alabama Power.	
3:45 pm – 4:15 pm	TD13: Member Success Stories	<i>Mt. Princeton</i>
	Committee members will be invited to share brief discussions of various success stories they have experience in the past year. These discussions often lead to more in depth discussions and presentations in future workshops.	
4:15 pm – 5:00 pm	TD14: Daily Wrap up and General Discussion	<i>Mt. Princeton</i>
	Eileen Brannon , <i>Oncor, T&D Committee Chair</i>	
	Time will be taken to discuss the day’s activities: Were expectations met? What additional information might be of help? What new topics have come up as a result of these discussions?	

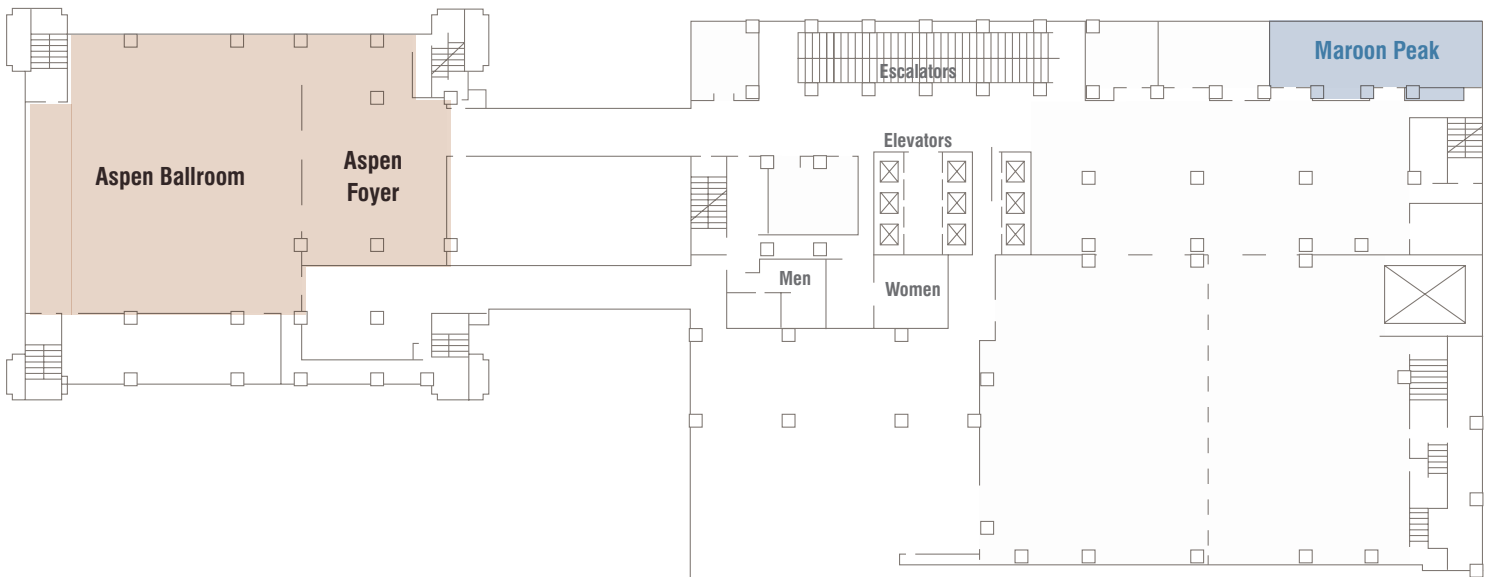
WEDNESDAY | SEPTEMBER 12

8:00 am – 9:00 am	TD15: Operations – Intern Recruitment Programs	<i>Mt. Princeton</i>
	Joe Docimo , <i>PECO</i> Lisa Krueger , <i>American Transmission Company</i>	
	This will be a panel discussion addressing Intern recruitment programs. Walking through an overview of programs and their history, insights and lessons learned, and offer up the benefits gained from the programs and the experiences.	
9:00 am – 9:45 am	TD16: Operations – Annual Transmission Survey Results	<i>Mt. Princeton</i>
	Jeannine Beran , <i>Exelon</i>	
	Annual Transmission Survey report out. Presentation, review and discussion of the annual Transmission Benchmarking Survey results.	
9:45 am – 10:15 am	Break	<i>Aspen Foyer</i>
10:15 am – 11:00 am	TD17: Final Wrap up and General Discussion	<i>Mt. Princeton</i>
	Eileen Brannon , <i>Oncor, T&D Committee Chair</i>	
	Time will be taken to discuss the week’s activities: Were expectations met? What additional information might be of help? What new topics have come up as a result of these discussions?	
11:00 am – 12:00 pm	Boxed Lunches Available	<i>Aspen Foyer</i>
11:00 am – 1:00 pm	TD18: Spring 2019 Agenda Build	<i>Mt. Princeton</i>
	Eileen Brannon , <i>Oncor, T&D Committee Chair</i>	
	Planning ahead for the Spring Workshop. Topic discussions and ideas will be gathered.	

THIRD FLOOR



SECOND FLOOR



 **Aspen Ballroom:** General Sessions

 **Aspen Foyer:** Meals / Break

 **FOSSIL Committee Sessions**

 **HYDRO Committee Sessions**

 **NUCLEAR Committee Sessions**

 **SOLAR Committee Sessions**

 **T&D Committee Sessions**



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