

Fossil Power

Hydro Power

Information Technology

Nuclear Power

Transmission and Distribution



EUCG
Your Energy Information Source

EUCG Celebrates 40 Years of Distinction!

**2013 | EUCG SPRING
CONFERENCE
& WORKSHOP**

April 14–17

Working in Harmony
to Achieve Excellence
Celebrating 40 Years
of Distinction



President George Sharp

L 973....The Vietnam War is ending; Water-gate is unfolding; The Godfather wins the Academy award; Secretariat wins the Triple Crown; Carly Simon is topping the charts with “You’re So Vain”; the Federal Debt is a mere \$466 billion; and a few visionary leaders are coalescing to form an association now known as EUCG.

This year, EUCG turns the BIG 40! What better way to salute the past and celebrate the bright future of the organization than by attending the Spring Conference & Workshop in Nashville from April 14th-17th. Some people see turning 40 as frightening and an acknowledgement of settling into your middle years. To others, 40 is your prime and when you really begin to hit your stride. I fall into this camp when I think about 40 and I think that this is especially true about EUCG. EUCG is 40 years old and only getting better!

While 2012 was a great year for EUCG, we are determined to continue to raise the bar in 2013 and I can’t think of a better way for all of us to kick-off the year than by attending the Spring Conference & Workshop in Nashville, Tennessee April 14th-17th. We will be at the beautiful Hilton Nashville Downtown, an all-suites property right in the heart of Music City. Within this e-newsletter are details on the Workshop agendas from each committee. I think that you will see that EUCG’s committees have assembled top notch presentations for their sessions. Please make sure to check out the agendas for all of the committees as you may find other presentations that will be of interest.

We are very pleased to have three outstanding Key-note Speakers for the Spring Workshop. As part of the opening session “Welcome Address”, we will have Rob Manning, executive vice president and chief energy delivery officer for the Tennessee Valley Authority (TVA), welcome us to Nashville. In addition, with over 30 years of experience in the sports and entertainment industry, Jeff Cogen, CEO of both the Nashville Predators of the National Hockey League and the Bridgestone Arena, will provide us with a unique perspective on driving best practices and business management. Finally, in the Tuesday afternoon (April 16th) General Session, we are very pleased to have Mr. Francis Byrne, Manager of Continuous Improvement, from Bridgestone Americas

Quality Group share his knowledge of best practices and process improvement. Mr. Byrne has an extensive background in engineering and holds several patents in the tire industry.

Finally, for our Monday Evening Networking Event, we will be going to world famous Wild-horse Saloon for a true Nashville evening of fun, food, and dancing. As we have been saying in our marketing materials, come join us in Nashville to “Celebrate 40 Years of Distinction while Working in Harmony to Achieve Excellence!”

The EUCG Board of Directors had its annual board meeting and strategic planning retreat in January at the EUCG offices in Reston, Virginia. One of the exercises that we did at the meeting was to look at the goals we set out in the prior year and measure how much we were able to accomplish. Major accomplishments are as follows:

- **Successful Transition to New Management**
We enhanced and enlarged our staff presence. We hope that you see this improved customer service and responsiveness.
- **Improved Financial Management & Oversight**
This improved financial management and keeping a keen eye on the bottom line has allowed EUCG to be in its strongest financial position ever. Cost containment and revenue enhancements have permitted EUCG to make investments in member services and programs.
- **New Interactive Website** We now have an interactive website that provides tremendous information for our members and the public at large. We will be continuing to roll out more features and enhancements in 2013.
- **Increased Quality of Workshops** We established a Conference and Workshop Task Team comprised of members of all EUCG committees and staff. The Task Team has worked tirelessly to enhance the workshop experience through a better integration and execution of the workshops including higher quality speakers, better and more informative conference printed materials, networking and special events, and other behind the scenes work too numerous to mention.

The EUCG Vision

A global association of utility professionals and member companies which is recognized as the electric energy industry source for performance information.

The EUCG Objective

To assist member companies in achieving excellence by providing relevant, accurate and timely benchmark information on cost, performance and best practices.

For information about how to join EUCG, contact Don Kaiser, EUCG Executive Director, at kaiser@eucg.org

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2013 Spring Workshop Keynote Speakers



Rob Manning
Executive Vice President & Chief Energy Delivery Officer, TVA

Rob Manning is executive vice president and chief energy delivery officer for TVA. He is responsible for all aspects of TVA's power transmission systems, customer relations, and economic development. Manning previously served as executive vice president of Power System Operations. Manning came to TVA in 2008 from Duke Energy, where he was vice president of Field Operations for Duke Energy's Power Delivery business. He joined the industry in 1978 and has held increasingly responsible positions across the energy business, including serving as process owner for energy delivery, vice president of electrical standards, vice president of electric

transmission and distribution, and vice president of gas pipeline engineering.

Manning has been involved in several civic and professional organizations throughout his career. He has chaired or served on the board of a number of industry committees, including EEL, Southern Gas Association and the North American Transmission Forum. Manning has served on the University of Houston Engineering Leadership Board and now serves on the North Carolina State Engineering Foundation Board.

Manning earned a Bachelor of Science degree in electrical engineering from North Carolina State University and a master of business administration degree from Queens College in Charlotte, N.C.

Jeff Cogen
Chief Executive Officer, Nashville Predators

Jeff Cogen brings more than 30 years of experience in the sports and entertainment industry to the Nashville Predators as the team's Chief Executive Officer, a role he was named to in August 2010. As the CEO of both the Predators and Bridgestone Arena, Cogen is responsible for running the business operations of both the club and the arena.

During his tenure as CEO, he has guided the organization to its most successful sales seasons to date, with the Nashville Predators increasing attendance from four regular season sellouts in 2009-10 to sixteen in 2010-11 and most recently to a franchise record 25 in 2011-12. He was also instrumental in leading the Predators to an all-time-high 96 percent ticket renewal rate as well

as helping Bridgestone Arena achieve consecutive Top 10 year-end *Pollstar* rankings for the first time in organizational history.

Prior to joining the Predators, Cogen served as President of both the Dallas Stars (2007-10) and Texas Rangers (2004-07) after previously working under the Hicks Sports Group umbrella from 1993-2001. As President of the Rangers, and the Stars, Cogen ran all business aspects of the franchises, and also served as Hicks Sports Group's primary representative on American Airlines Center Board that provides oversight and leadership on all arena issues including overall financial performance, capital expenditures, third party events, and team operations.

A native of Newport News, Va and a graduate of Old Dominion University, Jeff resides in Franklin, Tenn., with his wife, Jill, and their three children.



Francis Byrne
Manager, Continuous Improvement, Bridgestone Americas

Francis Byrne is Manager of Continuous Improvement for Bridgestone Americas in Nashville, Tennessee. As part of the Quality Organization at Bridgestone, Mr. Byrne is an expert at understanding and interpreting large data sets to gain a true understanding of the issues.

Born and educated in the United Kingdom with a degree from Bradford University, Francis moved to the United States and

joined Bridgestone, working in the Process and Product Engineering groups, developing tires for Honda and Toyota vehicles. Mr. Byrne currently is responsible for three reporting groups within the organization:

- Analytics-Large data sets with specialized computer systems
- Standards & Systems-Working with ISO & Baldrige Quality Systems
- Voice of the Consumer-Understanding consumer needs

Mr. Byrne has 19 U.S. patents and is a 6 Sigma Black Belt.



Fossil Productivity Committee

Spring 2013 Workshop Topics

The Fossil Productivity Committee has an agenda packed full of great topics planned for the EUCG Fall Conference this April 14-17, 2013. Topics include:

- Human Performance Programs
- Filling the Knowledge Gap – Knowledge Transfer
- Safety Case Study
- Best Performers 2007-2011, Fossil Generating Plants
- Fleet Transition & Flexibility
- Cycling Best Practices

Coal-Fired Plant Track

- Behavior-Based Safety Programs
- Continuous Improvement Models
- Managing Owner Expectations in Joint Ownership Plants
- Managing Site Cultural Changes
- Fossil Productivity Database Demonstration

CC/CT Track

- Best Performers, 2012
- CC/CT Database Benchmarking Report
- Water Chemistry Management & Corrosion Control
- Kemper County IGCC Project Update
- CC/CT Plant Safety

2013 Outage Manager's Forum

The 2013 Outage Manager's Forum will be held June 24-26 in Nashville, TN. The forum provides a great opportunity for outage management personnel from member utilities to join together to discuss outage best practices.



Hydro Productivity Committee

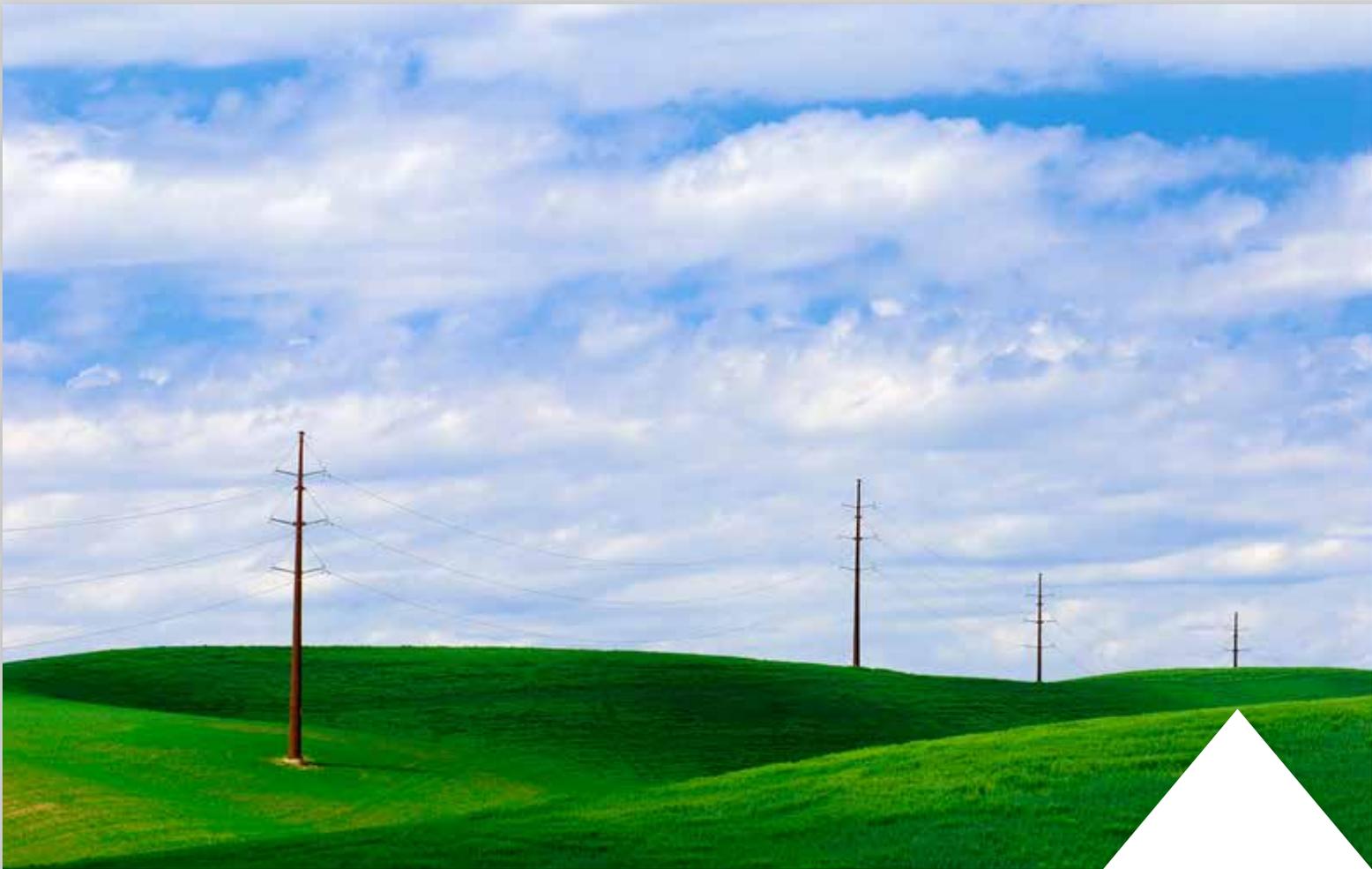
In early January, after 5 years at the helm, **Jim Miller** stepped down as the Hydro Productivity Committee Chairman. It was directly related to his retirement from the Tennessee Valley Authority. Over the last five years, when Jim was the Chairman, he did a tremendous job leading the committee, especially when it came to the database quality improvements, policies and procedures, and broadening the membership. Jim, big thanks to you and... big shoes to fill for us.

Chris Utracki of Ontario Power Generation, previously Vice Chair, moved to fill the Chairman position. In addition, committee's leadership will now include two Vice Chair positions. **Stephanie Maggard** of Pacific Gas & Electric will lead the Strategy and Program Areas and **David Sanna** from the Army Corp of Engineers will lead Data Management developments.. The new leadership team is set to continue the forward momentum. Please feel free to contact Chris, Stephanie or Dave congratulating them on their appointments and offering your thoughts on the future directions and products that you would like to see. Their contact information can be found on the EUCG web site.

The Spring Conference & Workshop in Nashville is fast approaching. The Hydro Committee is busy finalizing the agenda.. Among the key topics are the following:

- Maintenance cost performance assessment given the scale of operations, i.e. how do your power house maintenance costs stack up after we adjust them for economies of scale. Continuous Peer Group methodology.
- What's a forced outage really worth to you? Is high availability always good? (panel discussion)
- Renewable energy impacts on Hydroelectric operations; have you had an experience lately.
- Benchmarking the benchmarkers: show us what you measure and how and we will show you what we do.
- Database demo. Obtaining reports in Local Currency Units (LCU's)

We look forward to seeing you all in Nashville, y'all that is.



T&D Committee

The importance of Participating in Surveys

“Working in harmony to achieve excellence”; one of the most important reasons that utilities belong to EUCG is the opportunity to gain insight from peer company’s best practices. Annual surveys, sponsored by member utilities, are one of the tools used to aggregate this information along with other beneficial benchmarking data. The semi-annual conferences provide an opportunity to review the summarized data and discuss in depth with other member utilities. Additionally, members that participate in the survey also receive the details to utilize in performing their own benchmarking analytics.

As a member of the EUCG T&D Committee, there is no additional cost to participate in the survey or to obtain the data for analytical use. Your only additional investment is the time it will take to complete and submit the survey with your operating company data.

EUCG member companies will have the opportunity to participate in a Safety, System Reliability, and Large City Reliability flash study with the results being presented at the spring conference in Nashville. Be on the look-out for your survey!

Spring 2013 Workshop

In addition to presenting the safety and reliability survey results, the T&D Committee has a full schedule planned for the spring conference in Nashville. The T&D Committee has a Transmission and Substation cost study that has been closed for a couple of years. Given the loss of the Southern Company cost data we plan to reopen our study. We will take a great deal of time at the spring conference working with the member utilities to revamp and modernize the EUCG study both for Transmission and Distribution. At the end of our exercise, we plan to have updated reliability, cost, and financial templates that are ready to be issued so that the data can be gathered and presented at the fall conference.

As we welcome new T&D Committee members including Tennessee Valley Authority and Duke Energy, other members will present a variety of topics including:

- Converting benchmarking data into quality reporting tools useful for your company’s specific needs
- URD Cable Asset Strategy
- Asset Management Analytics
- NATF Transmission Benchmarking
- Storm restoration best practices
- Member utility success stories

SEE YOU IN NASHVILLE!



Information Technology Committee

A new year brings a new member to the IT Committee, PSEG has joined the IT committee for 2013; Patti DeNardi will be their representative. We are excited to have them join the group. Patti attended the Fall 2012 workshop which provided her an opportunity to learn what the group offers and to expand her industry network. The IT committee encourages other companies to “try us out” by attending a workshop as a guest.

In addition to the two workshops and the annual benchmarking survey, the group conducts ad hoc surveys during the year as another means of sharing best practices or just finding out what our peers are doing on specific topics. In the past few months, three ad hoc surveys were conducted including Customer Relationship Management, Chargeback and COBIT Maturity.

We are excited about our Spring workshop. The committee will spend a good part of the agenda preparing for the annual benchmarking survey. The group is bringing in Jack Flack, a former TVA benchmark specialist and past chair of EUCG IT committee, to facilitate discussion on the data dictionary and benchmarking categories to continue to enhance the quality of the benchmarking information. These sessions will be especially good for new members or potential

members to begin building a stronger understanding of the data elements especially considering how technology is changing. The committee will also review and discuss possible enhancements to the data collection process as well as reporting enhancements. To date the committee’s focus has been on cost data, however the committee is evaluating performance data in future surveys.

The committee will be sharing best practices on several key topics. For IT leaders, cost management is always a driver and the committee will be sharing practices on personal computers, printers and asset management. IT costs are usually the largest support costs to the key business lines of Generation and Transmission and Delivery. As a committee, we look to provide IT services that are low cost and good value.

The IT Committee will have the opportunity to participate in the larger group sessions which includes both an industry session and a non-utility session on best practices and benchmarking. The IT committee has an informal roundtable session to allow all members to share and ask questions on mobile application, knowledge management and vendor management. The two day workshop will end with an IT committee social event to foster relationships with peers.



Nuclear Committee

The EUCG Nuclear Committee held a significant event at the close of 2012 which was the signing of a Data Exchange Memorandum of Understanding (MOU) between the EUCG Nuclear Committee and the US Department of Energy - Energy Information Administration (EIA). The event was held on December 7, 2012 in the EIA offices in Washington, DC. The MOU will provide EIA with the latest and most complete nuclear industry data in an aggregated and confidential manner. EIA will use this data to load into their economic analysis model.

The initial discussions in regards to sharing EUCG data occurred as a result of David Bradish of the Nuclear Energy Institute (NEI) and Nancy Slater-Thompson of EIA. It was discovered that the source that EIA has relied on for nuclear cost data was limited and did not include a significant number of the U.S. operating units. Since the EUCG Nuclear Committee database has 100% participation from all U.S. operating companies, coupled with the extensive level of detail collected, this warranted further discussions in regards to a data sharing arrangement. The next step was getting agreement from the Nuclear Committee members and Leadership Team. David Bradish, who is also a member of the EUCG Nuclear Committee Leadership Team, presented the data exchange proposal. A key negotiation factor was to make sure that a Nuclear Committee member's data was not divulged in a manner that would compromise a plant's specific information. Discussions were held over a three month period with final specifications compiled in November 2012. The final agreement was for EUCG to provide industry level information (non-proprietary) to be used in the EIA Model to improve the outlook of energy supply and generation sources. The information will be provided to EIA once a year for the previous five years of data.

The MOU was signed by EIA Administrator Adam Sieminski and EUCG Nuclear Committee Chair David Ward. Additional event witnesses were Richard Myers (NEI), Nancy Slater-Thompson

(EIA), Steve Harvey (EIA), Alan Beamon (EIA), and David Bradish (NEI). This is a great example of two organizations working together to provide timely / consistent industry data in a confidential manner to support industry analysis and communication. As a follow up, Nancy Slater-Thompson will make a presentation at the Spring 2013 workshop in Nashville on how EUCG data is being used in the EIA Model to improve the outlook of energy supply and generation sources. This is a high profile industry annual analysis and reflects the integral part that accurate and relevant industry data plays in providing policy makers and other decision makers on the economic outlook of the energy industry.



Pictured left to right in EIA Headquarters is David Ward, Jr. (EUCG Nuclear Committee Chair), Richard Myers (NEI), Nancy Slater-Thompson (EIA), Steve Harvey (EIA), Alan Beamon (EIA), Adam Sieminski (EIA Administrator), and David Bradish (NEI)