

NE and Mid Atlantic Utility – Outage Mgmt.

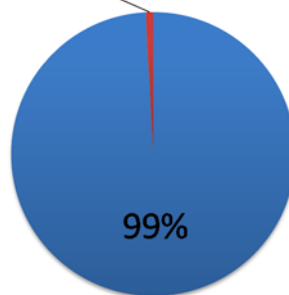
Background and Situation

- Company is merchant power producer operating in the Northeast, and Mid-Atlantic regions of the U.S.
- The Mid-Atlantic Region generates approximately 5.2 thousand megawatts (M/W) from 4 coal fired plants with some oil and gas “peakers.”
- The Northeast Region generates approximately 2.3 thousand M/W from 3 plants (1 primary location + 2 “peakers”, all oil and gas).
- This implementation was preceded by a Routine Work Management implementation project.

Process Results:

- Implemented outage planning, scheduling and daily cost and schedule control in 7 plants.
- Increased visibility, integration, and control of major contractor schedules.
- Established site Implementation Coordinators for sustainability.

1% Planned Outage Work Orders



■ Planned
■ Unplanned

Planned Outage Work Orders = Crafts, Mat'ls, Job Steps, Job Packages, Equipment Coordination, CPM Dependencies, Outage Scope Linked, Field Scoped, Safety Permitting Planned.

Bottom-Line Impacts:

- Budgets and durations of the 4 critical Spring 2008 outages.
- Process improvements yielded a megawatt availability gain >180,000 MWH
- Improvement valued over \$6MM (after expenses) in the first outage season following implementation.

Availability

180,000 MWH Improvement

Baseline

Post-Implementation



RELIABILITY MANAGEMENT GROUP

Masters of Implementation