

SHUTDOWNS TURNAROUNDS OUTAGES

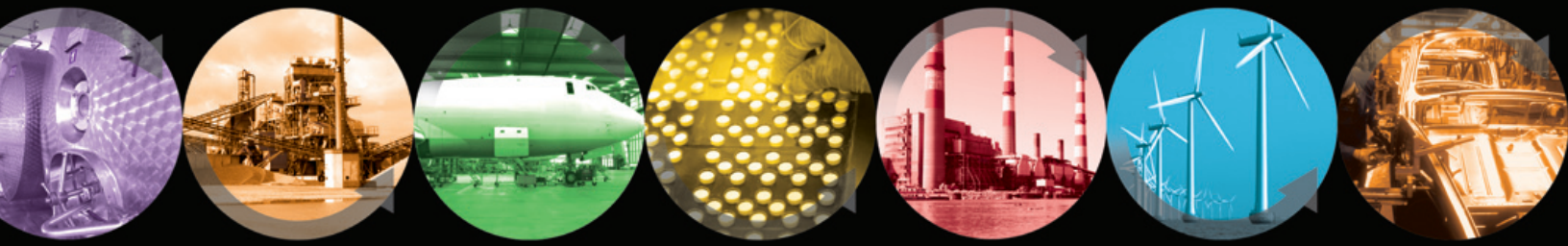


September 9-12, 2007

Denver Marriott City Center
Denver, Colorado

stc2007
SHUTDOWN • TURNAROUND • OUTAGES
Best Management Practices

Produced by:  eventure™



SHUTDOWNS TURNAROUNDS OUTAGES

A letter from Eventure

Turnaround processes today incur massive spending, thousands of man hours, and enormous risks for organizations. Efficiency in these processes is critical for both financial and safety reasons. At Eventure, we set out to create an opportunity for organizations to unite, network and share ideas with other professionals in the shutdown, turnaround, outage arena.

This fall, we are excited to present the first annual STO 2007 conference! The event promises to be the world's most comprehensive program for organizations that conduct shutdowns, turnarounds, and outages.

At STO 2007, companies from asset-intensive industries across North America and beyond will come together to network, gain strategies, proven methodologies and valuable tips and tricks. Whether you are an industry professional or novice, STO 2007 will provide a premiere arena where you can learn the best practices from your peers and network with key STO thought leaders.

As a staff and company, it is our philosophy to not only deliver an event, but a unique experience. We are committed to ensuring you receive the support and resources you need to make the most out of your STO 2007 experience. We promise to work diligently as your conduit to networking by providing invaluable opportunities and outlets for relationship building.

I am personally delighted to invite you to attend STO 2007!

Warmest regards,

Steve Sinkoff
President & CEO
Eventure Events, LLC.

*S*hare ideas
*T*ake action
*O*ptimize results

What's inside...

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CONFERENCE LOCATION



Denver Marriott City Center Denver, Colorado

**Call 914-509-5354 to receive
the special conference rate.**

The Denver Marriott City Center promises to be a brilliant venue for the first annual STO 2007. With 25,000 square feet of elegant meeting space and a panoramic backdrop of the Rocky Mountains and Denver city skyline, attendees will be provided with an outstanding arena to engage, network, educate and inspire.

Soaring over the Mile High City, this beautiful downtown Denver hotel offers spacious guest rooms and is located near numerous restaurants and area attractions. Bring your family and stay an extra day or two!

Eventure Events has arranged a special conference hotel rate of \$194 + tax per night. Attendees wishing to come earlier or stay later (3 days prior to September 9 and/or 3 days after September 12) may be able to take advantage of this special rate by booking early (based on availability).

Reservations:

To receive the special conference rate of \$194 + tax per night, you must make accommodations through the Eventure Events office.

Call us today to book your hotel reservation:
877-411-4675 OR 914-509-5354

The special conference rate is only available until August 10, 2007.

Hotel Information:

1701 California Street, Denver, Colorado 80202

For information regarding travel, visit:
www.STOconference.com

STO 2007 features

The STO 2007 conference will provide attendees with practical, forward thinking advice and solutions, as well as tangible best practices from subject matter experts and thought leaders in the shutdown, turnaround, outage arena.

Key event features:

- Extensive networking with hundreds of professionals in the STO arena
- Three tracks per day and over 30 presenters offering in-depth content
- An optional full day of intensive, subject-specific workshops
- Leading technology and service providers specializing in best practices for shutdown, turnaround and outage services
- Complimentary copies of all presentations
- Coors Brewing, Golden Colorado Brewery tour

What you'll take away:

- Specific strategies for forward thinking STO best practices concerning scope and frequency, contractor management, and effective communication
- Practical, easy-to-apply advice, tips, and tricks to quickly improve your bottom line
- Key case studies showing first-hand how STO solutions have been implemented at asset-intensive organizations like yours

Keynote Presentations

Monday, September 10, 2007

Setting the Stage — Best Maintenance Practices
Christer Idhammar, President & CEO, IDCON, Inc.

Communication — What are You Really Saying?
Randy Linzel, EAM Systems Manager, Catalyst Paper Corporation

Tuesday, September 11, 2007

Achieving Pacesetter Turnaround Results through Benchmarking, Innovation and Best Practices
Bobby Singh, President, Project Assurance

From Tactical Performance to Financial Performance Applying Shutdown — Turnaround Lessons Learned
Terry Wireman, Vice President, Vesta Partners

Featured Presentation

TRACK 1: Tuesday, September 11, 2007

1:30 - 2:30

Closing the Gap—Improving Outage Performance
Steve Telford, Institute of Nuclear Power Operations (INPO)



PRESENTATIONS FROM INDUSTRIES INCLUDING

Chemical

Consumer Products

Engineering

Food and Beverage

Manufacturing

Mill Products

Nuclear

Oil and Gas

Petrochemical

Pharmaceuticals

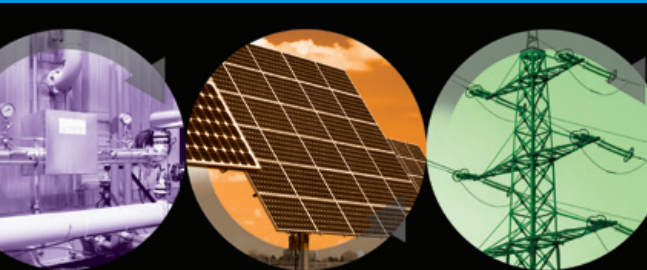
Pulp and Paper

Steel

Tobacco

Utilities

SHUTDOWNS
TURNAROUNDS
OUTAGES



Who should attend

STO 2007 targets organizations from asset-intensive industries that plan, schedule and run shutdowns, turnarounds, and outages. These businesses span across such industries as Utilities, Oil & Gas, Chemical, Food & Beverage, Automotive, Mining, Milling, Aerospace & Defense, Pharmaceuticals, and Pulp & Paper.

STO 2007 is designed for leaders, managers and directors of:

- Operations
- Maintenance
- Finance
- Reliability
- Human Resources
- Facilities
- Engineering
- Technology

Who you'll meet

- Outage and turnaround managers from hundreds of companies across North America and beyond
- Professionals from virtually every sector of asset-intensive industries
- Turnaround practitioners and corporate turnaround executives
- Maintenance professionals and experts specializing in planning and scheduling, reliability, quality, and inspection
- Industry veterans who have significantly contributed to shutdown and turnaround processes and have demonstrated a high degree of technical and practical knowledge through their practice

Hot Topics at STO 2007

What's hot in the field right now? In focus group sessions, professionals involved with turnaround processes identified key STO issues. We've tailored their feedback to influence the topics that will be discussed at STO 2007 among a community of subject matter experts, industry thought leaders and professionals like you.

Attend STO 2007 to gain best practices, tips and tricks, proven methodologies, solutions, and strategies in regard to Shutdown/Turnaround/Outages:

- Scope & Frequency
- Contractor Management & Availability
- Shutdown Organization & Alignment
- Communication of Methods & Procedures
- EAM Technology
- Environmental Health & Safety
- Budget & Cost Reporting Management
- Capital Project & Turnaround Integration
- Scheduling Duration & Completion
- Workforce & Assets
- Logistics of Ramp Up/Down
- Materials & Inventory Control
- Reliability
- Economic/Environmental Performance Impact
- Asset Health Reporting
- Integration of Operation & Sales/Marketing
- Turnover of Turnaround Asset Data
- Waste Management

Conference Schedule

View session details at: www.STOconference.com

Sunday, September 9 — Arrival Day

6:00 PM - 7:30 PM

Registration, Networking Reception & Exhibition

Conference Days 1 & 2	TRACK 1 Lifecycle – Processes and Performance Management	TRACK 2 Organization, Contractor Management and EH&S	TRACK 3 Systems and Technology	
Monday, September 10 — Conference Day 1	7:30 - 8:30	Breakfast & Registration		
	8:30 - 8:45	Opening Address		
	8:45 - 9:45	Keynote Presentation: Setting the Stage — Best Maintenance Practices , Christer Idhammar , IDCON, Inc.		
	9:45 - 10:20	Morning Refreshment Break and Exhibition		
	10:20 - 11:20	The Adventures & Misadventures of CPM Scheduling for Overhauls Irvin Moore , PacifiCorp B	Principles for Successful Shutdown Maintenance Planning Doc Palmer , Richard Palmer & Associates I	Paperless Turnaround Task Tracking at BP Refineries Mike Haley , BP International I
	11:30 - 12:30	From the Dark Abyss to the Fundamentals — An Approach to Shutdown Planning in a Glass Manufacturing Operation Dan Roberts , Coors Brewing Company I	Contractor Management for Turnaround Projects Joern Korte , Bayer MaterialScience E	Shutdown Preparations John Kacher , ABB Limited I
	12:30 - 1:30	Lunch and Exhibition		
	1:30 - 2:30	Planning and Executing Turnarounds in SAP Jim Ingram , Total Petrochemicals USA, Inc. I	Strategies to Overcome Shortages of Qualified Crafts Bobby Singh , Project Assurance I	Just-In-Time Procurement for STO Russell (Tom) Gearhart , Hawk Consultants, LLC B
	2:40 - 3:40	World Record Steam Generator Replacement Outage: Comanche Peak Case Study Dick Miller , Bechtel Power Corporation I	Function and Responsibilities of an Overhaul Coordinator Laren Huntsman , PacifiCorp I	Improved STO Results through Cost Control and Contractor Management Peter Hyk , Valero Energy Corporation I
	3:40 - 4:15	Afternoon Refreshment Break and Exhibition		
	4:15 - 5:15	Keynote Presentation: Communication — What are You Really Saying? , Randy Linzel , Catalyst Paper Corporation		
	5:15 - 7:30	Networking Reception, sponsored by SAP		
	Tuesday, September 11 — Conference Day 2	7:30 - 8:30	Breakfast	
8:30 - 8:45		Opening Address		
8:45 - 9:45		Keynote Presentation: Achieving Pacesetter Turnaround Results through Benchmarking, Innovation & Best Practices , Bobby Singh , Project Assurance		
9:45 - 10:20		Morning Refreshment Break and Exhibition		
10:20 - 11:20		Lean Maintenance and Shutdowns Cliff Williams , Wm. Wrigley Jr. Company Canada I	Creating and Implementing a Strategic Planning Shutdown Organization Paul Jarvis , TransAlta Corporation I	Turnaround Preparation and Management Don Turner , Jacobs Engineering Group, Inc. I
11:30 - 12:30		Integrated Reliability Partnership — Operations, Maintenance, Stores and Engineering Christer Idhammar , IDCON, Inc. I	Teaching Ourselves to See — Bridging Communication Gaps & Creating a Shared Vision Chris Webb , Novartis/Bayer I	Stop the Paper Chase: Efficient Mobile Work Management Jeff Kleban , Syclo I
12:30 - 1:30		Lunch and Exhibition		
1:30 - 2:30		Closing the Gap — Improving Outage Performance Steve Telford , INPO I	Lorillard Tobacco Company Shutdown David Smith , Lorillard Tobacco Company I	Taking a Business Approach to Shutdown Management: New Zealand Steel Case Study Neil Mower , ABB New Zealand Ltd I
2:40 - 3:40		Benefits of Integrating Scheduling with your Work Order Management Martin Stenzig , Vesta Partners I	Overhaul and Shutdowns Using SAP PM & PS at SaskPower Howard Matthews & Daryl Taylor , SaskPower E	Emerging Trends for Effective STO Management Kirk Blanchard , KAP Project Services & Frank Oelschlager , SOALogix I
3:40 - 4:15		Afternoon Refreshment Break and Exhibition		
4:15 - 5:15		Keynote Presentation: From Tactical Performance to Financial Performance: Applying Shutdown-Turnaround Lessons Learned , Terry Wireman , Vesta Partners		
5:15 - 5:30		Track Chair Panel Discussion & Closing Address		
6:00 - 9:00		Coors Field Extravaganza (registration required)		

Wednesday, September 12 — Workshops

7:30 AM - 4:00 PM

Choose from four workshops — Includes Breakfast (7:30 AM - 8:00 AM), Break (10:00 AM - 10:20 AM), Lunch (12:00 PM - 1:15 PM)

B Beginner **I** Intermediate **E** Expert

Content and speakers are subject to change. Please visit our website at www.STOconference.com for updates.



Track Details

CONFERENCE DAY 1 – TRACK 1

Lifecycle – Processes and Performance Management

10:20 - 11:20 MONDAY

The Adventures & Misadventures of CPM Scheduling for Overhauls

Presenter: Irvin Moore, PacifiCorp

Beginner

Join Irvin Moore for a discussion of PacifiCorp's trials and tribulations as they embarked on their first and somewhat mystical journey down the rewarding and sometimes hazardous route of critical path scheduling. Irvin will be reliving how his company picked contract schedulers, the difficulties of deciding what kinds of activities to schedule and to what level of detail, as well as, which scheduling tools to use and who should be involved (Project Managers, Contractors, Supervisors, Engineers, Plant Management)? Irvin will also address how PacifiCorp brought together the team for this adventure, along with what change management techniques worked and what didn't. He will be exploring some of the hazards and difficulties PacifiCorp encountered such as out of sequence work, break-ins, lack of resources and the lack of or late updates from supervisors, project managers and hostile natives (contractors who are reluctant to work the schedule).

Lessons:

- Insights as to what level of detail is necessary for a CPM schedule
- Change management activities that work
- Many things definitely not to do

11:30 - 12:30 MONDAY

From the Dark Abyss to the Fundamentals — An Approach to Shutdown Planning in a Glass Manufacturing Operation

Presenter: Dan Roberts, Coors Brewing Company

Intermediate

Rocky Mountain Bottle Company, a joint venture between Coors Brewing Company and Owens-Illinois, is a glass manufacturing facility that primarily produces 12 oz amber glass containers for the Coors Brewing Company Golden Brewery. Annual shutdowns of the three furnaces and six production machines were largely managed with few "Shutdown and Turn-around" philosophies in place. This presentation will show how fundamental approaches led to significant improvement in shutdown and restart performance.

Lessons:

- Utilizing RCM methods to identify critical equipment results in building value added PM's that can be prioritized
- Effective PM's result in huge cost and time savings by reducing downtime production outages
- Planning is time and money saved resulting in a more effective and efficient maintenance window
- Planning can be a great team building tool; it brings members together and produces a higher level of cooperation and communication

1:30 - 2:30 MONDAY

Planning and Executing Turnarounds in SAP

Presenter: Jim Ingram, Total PetroChemicals USA, Inc.

Beginner

Total PetroChemicals USA, Inc. wanted a turnaround planning system that used single entry of turnaround data, managed scope changes made in one system, and provided a user-friendly planning and scheduling system that complemented current systems. No loss of reporting capabilities could be tolerated, including graphical representations. In this session, explore how planning exclusively within SAP allowed Total PetroChemicals to exploit improvements from full integration from material availability checks, to live data on the network, and improved cost collection.

Lessons:

- Scheduling of planned work is improved using PS
- PS provides a "handle" to pull up a group of work orders
- Functionality can be used even without a PS schedule
- All SAP PM data becomes integrated

2:40 - 3:40 MONDAY

World Record Steam Generator Replacement Outage: Comanche Peak Case Study

Presenter: Dick Miller, Bechtel Power Corporation

Intermediate

In this presentation, you will see how teamwork, design, planning, and near flawless execution produced a world record for shortest outage duration. Bechtel Power Corporation, working with Texas energy generator Luminant – formerly TXU Generation Company, completed a modernization project in April 2007 that shattered the record for fastest replacement of aging components at a nuclear power plant. Steam generators, which are large heat exchangers, have been replaced at more than thirty-five nuclear power plants in the United States, with the first in 1979. Then, replacement outage durations were measured in months and many of the outages lasted over a year. Since then, replacement outage durations have been shortened to the point to where they're measured in days, hours, and minutes. At Comanche Peak, the project team replaced four steam generators and a reactor head during an outage that lasted just 55 days, 2 hours, 19 minutes— more than eight days less than any previous replacement outage.

Lessons:

- The Owner and Contractor share similar goals
- There is no such thing as too much planning
- You don't dread, but look forward to, outage execution

CONFERENCE DAY 1 – TRACK 2

Organization, Contractor Management and EH&S

10:20 - 11:20 MONDAY

Principles for Successful Shutdown Maintenance Planning

Presenter: Doc Palmer, Richard Palmer & Associates

Intermediate

Using planning to coordinate the forces within the maintenance department dramatically increases crew productivity. Doc Palmer, the author of McGraw-Hill's *Maintenance Planning and Scheduling Handbook* explains why planning makes a difference in routine maintenance and then applies these principles to plant outages.

In this session, Palmer covers an introduction to effective planning and scheduling, the benefits of planning and scheduling, the key principles that make planning work, considering reactive work, moving from weekly maintenance to outage maintenance, the accuracy of job estimates, the cycle of improvement, controlling scope, organizing and executing shutdowns, outage organization, pre-outage, during-outage, and post-outage tasks, CMMS benefits and cautions, and defining outage success.

Lessons:

- The principles that govern planning and scheduling and their application to plant maintenance outages
- Strategies to control outage scope
- Keys to organizing outages including personnel, processes, and resources

11:30 - 12:30 MONDAY

Contractor Management for Turnaround Projects

Presenter: Joern Korte, Bayer MaterialScience

Expert

In this session, Joern Korte of Bayer MaterialScience will share a discussion concerning turnaround processes in the chemical industry. Explore discussion points such as management of external turnaround planners, the management of external construction companies, and tool support.

CONFERENCE DAY 1

Lessons:

- Best practices from turnarounds at Bayer MaterialScience
- Turnaround processes in the chemical industry
- Turnaround tool support

1:30 - 2:30 MONDAY

Strategies to Overcome Shortages of Qualified Crafts

Presenter: Bobby Singh, Project Assurance

Intermediate

Many companies across industries that conduct plant turnarounds are suffering from serious cost overruns and schedule slippages due to severe shortages of qualified crafts. In this session, Bobby Singh, President of Project Assurance, will share proactive strategies and management initiatives that can overcome potential shortages and ensure sufficient availability of qualified crafts. Bobby will also describe how industry leaders are creating high performance work environment, resulting in increased tool time and improved field productivity by 20-40%.

Lessons:

- Proactive strategies to overcome potential shortages
- Strategies to ensure sufficient availability of qualified crafts
- How to create a high performance work environment

2:40 - 3:40 MONDAY

Function and Responsibilities of an Overhaul Coordinator

Presenter: Laren Huntsman, PacifiCorp

Intermediate

Plan, execute, measure and correct: these are the four phases of every overhaul. Certain activities and objectives need to be accomplished during each phase. The overhaul coordinator must effectively communicate expectations associated with each phase and require accountability for the successful completion of activities and objectives. In addition to fundamental project management skills, the overhaul coordinator needs to be proficient in change management. Excellent interpersonal skills help influence members of the overhaul team toward achieving success in their overall objectives. Another imperative function of the overhaul coordinator is having a clear focus of the entire overhaul scope. This perspective is crucial for coordination of various department activities and in identifying areas that need additional consideration.

Lessons:

- Key activities and objectives that need to be accomplished during each phase of an overhaul
- Steps that can be taken to help individuals embrace change that will increase the overhaul success
- Techniques to ensure accountability for job performance

CONFERENCE DAY 1 - TRACK 3

Systems and Technology

10:20 - 11:20 MONDAY

Paperless Turnaround Task Tracking at BP Refineries

Presenter: Mike Haley, BP International

Intermediate

Turnarounds (TAR) and shutdowns of industrial plants – whether they are refineries, offshore platforms or petrochemical complexes – are complex events. Big TAR's can involve 200,000 tasks or more. As downtime costs big money, it is paramount to efficiently coordinate these tasks and keep the TAR time short and on schedule. Coordination on paper, for example, requires innumerable paper forms, masses of signatures, and valuable time. This process, prone to error and scheduling delays, simply is not effective.

Attend this session to learn how BP implemented an automated process that allowed a paper-free system for tracking TAR tasks in Real-Time. The

system, running on hand-held computers, delivers lists of prioritized 'available' tasks for each relevant person. The task-list is overseen by the administrators and planners working with inspectors and supervisors. The intrinsically-safe hand-held devices are kept in-synch by a wireless network.

Lessons:

- Task tracking integrates data from multiple applications including Project Management software and Enterprise Asset Management systems
- As a task is signed-off as complete, the next task owner is notified that a new task is available for action
- A management oversight desktop interface provides a full audit trail of each task, including status changes and signoffs and delivers extensive reporting capability
- The paperless product reduces the time and efforts needed to track vast amounts of concentrated activities

11:30 - 12:30 MONDAY

Shutdown Preparations

Presenter: John Kacher, ABB Limited

Intermediate

This presentation contains best practices, mistakes, and omissions made by personnel in shutdown-turnaround preparation processes. John Kacher of ABB will cover shutdown-turnaround critical path requirements, resources to prioritize work, outage metrics, and personnel schedules. He will also cover work order preparation, how to determine repair methods, and how to transfer internal work to external work.

Lessons:

- The increased value of the craftsman during the shutdown including shutdown metrics
- Tips for avoiding the performance of external work during the shutdown
- Tips for determining and executing critical path work

1:30 - 2:30 MONDAY

Just-In-Time Procurement for STO

Presenter: Russell (Tom) Gearhart, NANAColt Engineering
Beginner

The J.I.T. (Just-In-Time) procurement concept has become a mainstay of many organizations. As it applies to STO, there are some advantages and disadvantages that must be considered. Traditional methods of material ordering, parts delivery, storage & positioning of repair items, and logistics coordination will be contrasted against the J.I.T. model. The decision to use J.I.T. procurement cannot be reached until all factors are examined. This presentation will provide some background and points to discuss as you formulate the process for your next STO.

Lessons:

- A clearer understanding of the J.I.T procurement philosophy
- Tools to evaluate if the J.I.T. procurement philosophy is a good fit
- Ideas to improve the material supply function in your next STO

2:40 - 3:40 MONDAY

Improved STO Results through Cost Control & Contractor Management

Presenter: Peter Hyk, Valero Energy Corporation

Intermediate

Valero Energy Corporation owns and operates 18 oil refineries in the US, Canada and Caribbean. Establishing a uniform technology platform for contractor management based on SAP and Track across all sites has enabled a culture of turnaround best practices and continuous improvement to be shared across sites. Valero has developed and evolved an efficient business process for managing contractor time and attendance, cost allocation to work orders and projects, time sheet approvals from responsible individuals and streamlined 3-way matched vendor invoicing to provide near real-time cost visibility and control. In this session Peter Hyk will discuss the turnaround business processes, systems, and benefits achieved through efficient and integrated use of SAP and Track.

Lessons:

- How IS systems can help manage STO in real time
- Use one source/system for all STO cost information
- Provide early-warning budget overrun notifications to responsible individuals

CONFERENCE DAY 2 - TRACK 1

Lifecycle – Processes and Performance Management

10:20 - 11:20 TUESDAY

Lean Maintenance and Shutdowns

Presenter: Cliff Williams, Wm. Wrigley Jr. Company Canada

Intermediate

In an effort to improve plant reliability and reduce manufacturing costs, more maintenance experts are evaluating whether Lean Manufacturing practices may be applied to maintenance operations. The implementation of Lean methodologies requires the identification of customer needs, the establishment of measures, an analysis of value versus waste, and monitoring of performance measures. This presentation will outline the principles of Lean and give examples of Lean techniques as applied in maintenance and maintenance shutdowns.

Lessons:

- Lean Manufacturing's five steps
- General discussion of "Lean in the maintenance group" and of "maintenance in Lean"
- Seven forms of waste (muda) - avoid them in your shutdowns
- Single Minute Exchange of Dies (SMED) — Ensuring only value added tasks are included in your shutdowns
- TPM

11:30 - 12:30 TUESDAY

Integrated Reliability Partnership — Operations, Maintenance, Stores and Engineering

Presenter: Christer Idhammar, IDCON, Inc.

Intermediate

Many reliability and maintenance improvement initiatives do not deliver achievable results. Some of the major reasons for this include mobility of management and constant changes in direction and that the concept of reliability is not fully understood. It is often related to predictive maintenance, which is only a part of the tools used to improve reliability. Reliability improvement initiatives can only reach its full potential if it is undertaken in a partnership between Operations, Maintenance, Stores and Engineering.

Lessons:

- How to create an integrated reliability partnership
- How to deliver achievable results with reliability and maintenance initiatives

1:30 - 2:30 TUESDAY

Closing the Gap — Improving Outage Performance

Presenter: Steve Telford, Institute of Nuclear Power Operations (INPO)

Intermediate

Today 17 day outages are routine in the nuclear industry. Strong processes and excellence in equipment reliability, outage preparation, and performance are all keys to cost effective nuclear plant operations. Likewise, strong work management, work group involvement, advanced planning, well defined milestone, detailed scheduling, and effective implementation are keys to outage success. These have been developed by the INPO and help its members achieve excellence in the nuclear plant performance. Steve Telford, Principal Evaluator of Outages for INPO, was a key player in that achievement.

Outage improvements are a key part in making nuclear power the second most cost effective electrical generating business. Steve will present many of the actions taken by the nuclear industry in its quest for excellence in outage performance. He will cover milestone development and identify gaps to excellence in outage preparation, effective scope identification and control process, preparation, and implementation. Learn how to develop an outage plan where unexpected surprises do not occur; or for when they do occur people are in place to address them. Glean strategies on how to improve and learn from others mistakes, as doing so is a key learning in the nuclear industry.

Lessons:

- Successful organizations
- Identifying gaps to excellence in outage performance and processes
- Integration of outages into plant culture
- Tools for controlling the outages, instead of outages controlling you

2:40 - 3:40 TUESDAY

Benefits of Integrating Scheduling with Your Work Order Management

Presenter: Martin Stenzig, Vesta Partners

Intermediate

Scheduling of work orders is one of the most important tasks in a shutdown. This presentation will show possibilities, pro's, and con's of using scheduling functionality within a work order management system and alternatives such as complementary scheduling tools (Primavera, MS Project). The session concludes with explanations regarding the benefits of scheduling in general and the benefits scheduling work orders.

Lessons:

- What is scheduling?
- What are the benefits of scheduling?
- Why interface scheduling with work order management?

CONFERENCE DAY 2 - TRACK 2

Organization, Contractor Management and EH&S

10:20 - 11:20 TUESDAY

Creating and Implementing a Strategic Planning Shutdown Organization

Presenter: Paul Jarvis, TransAlta Corporation

Intermediate

Everyone knows the value of planning, but how do you make it strategic and sustainable in today's demanding business environment. What are the required critical elements to shift your organization's ability to develop and execute great strategic and tactical shutdown plans? How do you get your organization or department to buy in, especially when resource and schedule pressures are ever increasing in the quest for greater profitability? The author will describe his organizations transformation and results achieved.

Lessons:

- Driving results through excellent leadership
- Developing a strategic business model
- Incorporating long range asset management into shutdown plans
- Engineering your way to success
- Business and project planning processes
- Excellence through fleet standardized processes
- Continuous improvement through lessons learned

11:30 - 12:30 TUESDAY

Teaching Ourselves to See — Bridging Communication Gaps & Creating a Shared Vision

Presenter: Chris Webb, Novartis / Bayer

Intermediate

Scope, schedule and budget are commonly accepted pillars of any good STO, but maximizing any outage requires an element of built-in flexibility — that's what differentiates good and great programs. The ability to steer a 'Titanic' STO as if it were a speedboat is where you want to end up. In this session, join Chris Webb to gain insight from observations gathered by Novartis / Bayer over the last few years in regard to planning and execution in the pharmaceutical business. For example, a key element for Novartis / Bayer has been a push to get information from all parties that every other party understands. Chris will discuss pro's, con's, and issues associated with dedicating personnel to planning as opposed to giving temporary assignments, committee versus individual decision making, transparency and broadcasting of planning information, and leadership cultivation.

Lessons:

- Setting people up to succeed
- Strengthening your infrastructure
- Simplify, simplify, simplify

1:30 - 2:30 TUESDAY

Lorillard Tobacco Company Shutdown

Presenter: David Smith, Lorillard Tobacco Company

Intermediate

At Lorillard Tobacco Co., shutdowns are conducted twice a year, each summer and winter. In this session, David Smith will share best practices based

CONFERENCE DAY 2

on Lorillard's shutdown model. Learn about how their Maintenance Department will gather projects, PM, and scheduled work orders to set priorities. Learn how their crafts are unionized and if outside contractors are needed, they meet to sort out issues. Explore Lorillard shutdown priorities concerning capital projects, PM work orders, and scheduled work orders. Learn how they ensure full staff manpower and schedules. Benchmark from how the Lorillard Maintenance Department comes together to set priorities, and then meets with Production to let them know what's on the schedule and for them to make any provisions they'll need while down. Even more, David will share how Lorillard sets their schedule, plus 20% for back up and how, after a shutdown, his company has a post shutdown meeting to see how well they did and to give gratification where needed.

Lessons:

- Get a plan of what you need accomplished
- Look at your resources to accomplish the plan
- Set your priorities, start dates, finish dates

2:40 - 3:40 TUESDAY

Overhaul and Shutdowns Using SAP PM & PS at SaskPower

Presenters: Howard Matthews, SaskPower & Daryl Taylor, SaskPower Expert

SaskPower has spent the past three years developing an approach to planning and scheduling turbine/generator major overhaul work. After a pilot project and some minor configuration changes, SAP has now been used successfully on 4 shutdowns. The knowledge gained is currently being leveraged as the detailed plans are being developed for the second of two major rebuild projects at a large coal-fired generating station. This presentation will demonstrate how existing job plans and work orders can be easily pulled together to create a comprehensive schedule and how daily status updates and cost reports (plan versus actual) can be produced once work orders are completed. This approach has enabled both expense and capital work orders to be combined into a common schedule while maintaining the integrity of financial accounting systems.

Lessons:

- Begin small and do a pilot to find out where the kinks are
- Involve people from IT and Finance early on in your development
- Become part of the plant shutdown team to ensure buy-in and successful implementation

CONFERENCE DAY 2 - TRACK 3

Systems and Technology

10:20 - 11:20 TUESDAY

Turnaround Preparation and Management

Presenter: Don Turner, Jacobs Engineering Group, Inc. Intermediate

A turnaround represents a critical time for every process facility and if not properly executed can be a traumatic experience to say the least. Fortunately several work processes have been developed for turnarounds, and when properly implemented, can deliver proven superior results. The turnaround management process discussed here is based on many years of experience, with structured continuous improvement, extensive study in the conditions affecting successes and failures, and accepted industry standards and "best practices". The process is based on many turnaround executions over the years, and provides a secure delivery process, which includes and focuses on specific features, incorporating the latest technology, best industry practices and benefits of the "lessons learned" each proven critical to success.

Lessons:

- The importance of pre-turnaround planning
- Defining and controlling scope
- Ensuring readiness for flawless execution

11:30 - 12:30 TUESDAY

Stop the Paper Chase: Efficient Mobile Work Management

Presenter: Jeff Kleban, Syclo Intermediate

The major challenges facing companies during turnarounds, shutdowns and outages are time and money. By deploying mobile applications, you

can remain on schedule, react quickly and boost productivity. Speed the completion of tasks and increase the accuracy of workers by automating communication to and from your backend application at the point-of-performance. By empowering workers with information regardless of wireless connectivity, you can eliminate excess foot traffic, workload bottlenecks and paper-driven sign-offs. In this presentation, you will learn about the emergence of best practice industry products that streamline data flow for work management, task tracking and scheduling. Finally, the session will dive into the details of a major corporation that chose to go mobile to evolve past tedious paper-driven processes that cost them big money and months of time.

Lessons:

- See how organizations are leveraging mobile to automate STO processes like task creation, scheduling, supervisor sign-offs, vendor/supplier management and progress reporting
- Review the possible and practical applications that increase productivity, lower operating costs and speed STO completion
- Learn about deployment issues and data flow to multiple back-end applications including CMMS, EAM, ERP, project management and more

1:30 - 2:30 TUESDAY

Taking a Business Approach to Shutdown Management: New Zealand Steel Case Study

Presenter: Neil Mower, ABB New Zealand Ltd Intermediate

New Zealand Steel manufactures iron from iron sand as opposed to iron ore and uses four identical production streams to do this. Each production stream is shutdown on a two year rotation, so in effect a 30 day outage is held every 6 months. New Zealand Steel faced ongoing issues with sourcing Shutdown Managers and Schedulers to effectively learn the requirements to manage each shutdown and deliver it on time, within budget, and according to safety regulations. In an effort to manage the Iron Plant shutdowns, New Zealand Steel initiated a performance based contract with ABB New Zealand. This required ABB to audit an outage, develop a Shutdown Improvement Plan along with New Zealand Steel, and take over the overall responsibility for executing shutdowns on-time, on-budget and most importantly, according to safety regulations.

In this session, learn from Neil's story of how a successful alliance partnership was developed between New Zealand Steel and ABB that ultimately led to the last shutdown being delivered 2.2 days early, on budget and safely. This added approximately \$1million to the bottom line in increased production and reduced shutdown costs; ultimately validating the Iron Plant management team's decision to engage an external provider in a win/win relationship.

Lessons:

- Best practices for how to implement a shutdown on time, on budget, and safely
- How to reduce shutdown costs and increase the bottom line
- The benefits of engaging partnerships with external providers

2:40 - 3:40 TUESDAY

Emerging Trends for Effective Shutdown, Turnaround and Outage Management

Presenters: Kirk Blanchard, KAP Project Services & Frank Oelschlager, SOALogix Intermediate

Industry practitioners will share emerging best practices, methodologies and technology enablers for effective shutdown, turnaround, and outage management. Proven success factors in evaluating project management procedures for scope definition, cost estimation, planning, scheduling, and data analysis will be discussed. Bridge the field-level and IT management divide for producing reporting deliverables, by leveraging SOA for integration and synchronization of disparate systems. Learn to access information on-demand for more accurate productivity trending, resource/work forecasts, Earn/Burn S-Curves, and forecast to completion for both schedule and cost. Come prepared to participate in an interactive discussion with KAP Project Services, SOALogix and a major Oil & Gas company on the critical issues that matter most. Kiss reporting issues goodbye with actionable dashboards that yield more predictable STO outcomes.

Lessons:

- Proven STO methodologies and best practices
- Emerging strategies for leveraging technology as an enabler to successful turnaround management
- Success factors for evaluating existing project management processes and procedures

Workshops

Wednesday, September 12 TIME: 7:30 AM - 4:00 PM COST: \$795

Includes: Breakfast (7:30 AM - 8:00 AM), Break (10:00 AM - 10:20 AM), and Lunch (12:00 PM - 1:15 PM)

Choose from these highly relevant conference workshops, available to conference attendees only. All workshops are optional and separately bookable. **Space is limited, so book early!**

1

WORKSHOP

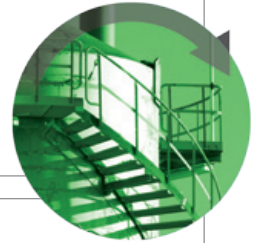
How to Make Your Operations, Maintenance and Engineering Organizations Work Together

Presenter: Christer Idhammar, IDCON, Inc.

This workshop is designed to increase awareness of best practices and initiate a discussion in your plant around improvement opportunities. Understanding the gap of where you are and where you could be is a cornerstone for any improvement effort in your production plant.

Lessons:

- How to change from a reactive expensive organization to a proactive cost effective organization
- How to develop and use best practices to drive improvements
- How to sell your improvement initiatives to top management
- Integrated reliability, what it is and why it is a key to increased competitiveness
- Best reliability and maintenance practices methodology and how it can be used to discover, measure, and continuously improve reliability and lowering maintenance costs



2

WORKSHOP

Managing World-Class Shutdowns and Turnarounds

Presenter: Bobby Singh, Project Assurance

This workshop is designed to establish a thorough understanding of the fundamentals of efficient turnaround management. Numerous examples and case studies are illustrated to emphasize major strategic planning and management considerations that are essential to successful plant shutdowns, turnarounds and outages. Discussion shared during this workshop emphasizes that the company staff from different departments, contractors and vendors must combine their knowledge, resources and energies, and work as a focused team to successfully achieve company's business goals and turnaround objectives.

Lessons:

- Provide comprehensive understanding of the latest in turnaround management approaches and modern planning techniques
- Make the turnaround planning and execution process efficient, professionally rewarding and free from stress and organizational conflicts
- Implement strategies leading to highest safety, mechanical integrity, shorter turnaround schedules and cost benefits of 10-25%, resulting in cost savings of millions of dollars

3

WORKSHOP

Using Maintenance Performance Indicators to Improve Shutdown-Turnarounds

Presenters: Terry Wireman & Martin Stenzig, Vesta Partners

This workshop will discuss maintenance and reliability performance indicators and how they impact shutdown-turnarounds. The focus will be on improving the financial performance of shutdown-turnarounds by examining the proper utilization of resources and the compression of the shutdown-turnaround activities. The financial impact of improving in these two aspects of shutdowns-turnarounds will also be highlighted.

Lessons:

- How a solid maintenance foundation enables effective STO's
- The benefits of tracking KPI's and how it improves a shutdown
- What other companies are doing and which KPI's should be tracked
- And much more!



4

WORKSHOP

Leadership Essentials for High Performance

Presenter: Randy Linzel, Catalyst Paper Corporation

This session will be a hands-on workshop, providing attendees with a valuable opportunity to refine their leadership skills. The workshop will take participants through specific leadership learnings, techniques, and strategies and how these apply in the real world. To ensure success, each participant will walk away with an action plan outlining how they will apply their learnings in their organization.

Lessons:

- Understand what separates leaders from managers
- Hear what people issues leaders are struggling to deal with
- Understand what drives people's behavior
- Understand what you can do to impact people's behavior
- Learn what your strengths and drivers are
- Develop a plan to utilize your strengths
- Discover what people are most satisfied with in the workplace



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* All costs are \$USD

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