

Xcel Energy • Prairie Island O&M Maintenance Modification and Capital Project Work

Project Description

Xcel Energy contracted with BHI Energy's MMC Power Services to take on most of the O&M Maintenance, Modification, and Capital Project work at Prairie Island for 2R29 fall refueling outage. The approach used by both Xcel Energy and BHI is unique in this case because it is based on BHI partnering with Xcel Energy toward mutual achievement of outage goals.

BHI MMC Contract Approach

Xcel Energy welcomed BHI leaders and managers with a seat at the table, ensuring that BHI's industry experience, skill, and influence were considered during decision making on work scope, scheduling, and approach to work. Using this approach, BHI was able to engage in the management and oversee the overall outage work scope in a more influential manner. BHI demonstrated commitment to Xcel through the use of "target pricing" for capital work, and a "score card" for O&M work, placing fee and profit at risk. BHI had the ability to earn more than "base fee" for top performance, or give up a portion of the fee if performance did not meet expectations. This result-driven approach to partnership provided a win-win strategy for both Xcel Energy and BHI Energy.

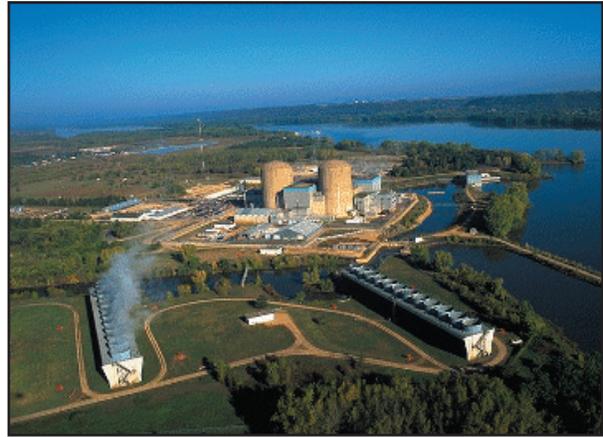
The Challenge

The challenges presented by this contract were related mainly to the short time-frame to set up, prepare, and implement a substantial amount of O&M support and capital projects, all as managed task work. The contracts needed to support this scope were approved in July and August, for a mid-October outage start date, providing 3 months to set up an organization and get ready. While this was a logistical challenge, BHI applied its processes and extensive expertise to prepping for and implementing pre-outage and outage work scope, as well as taking over support of on-line O&M and project scope at both units.

BHI MMC Skill and Expertise

BHI's Site Manager and Manager of Projects both brought many years of industry experience to the BHI leadership team at Prairie Island. The rest of the leadership team was comprised of an experienced and talented group of previous and current industry leaders that represented experience from Exelon, NextEra, TVA, Duke, STP, Wolf Creek, PSEG, PPL, and other nuclear utilities and vendors. Xcel Energy recognized and took advantage of the bench-marking opportunity BHI brought to the table.





The Work

The scope of work at Prairie Island's fall outage consisted of roughly 200,000 man-hours spread across O&M and Capital Projects. BHI's O&M support included temporary power and lighting, scaffolding, logistics, turbine building and containment coordination, turbine building, aux building, and containment crane operation and rigging, snubber program support, maintenance support, and electrical relay replacement. The capital project scope of work included: the replacement of four containment fan coil units and piping, reactor coolant system RTDs, seven large pump motors, hydrogen seal oil skid, generator exciter and turbine supervisory controls system, and support for Mitsubishi on the replacement of the main generator and main transformer.

BHI MMC Partnership Success

BHI's success at implementing this partnership model contract led to acquiring a longer term MMC contract with Xcel Energy. This unique partnership approach to MMC contracting is an innovative strategy that enables BHI to provide predictable performance at a competitive price and increase focus on ensuring our customers success with for outage and on-line performance.