EUCI Presents a Conference on:

RESOURCE PLANNING UNDER COMPETING REGULATORY AND OPERATIONAL CONSTRAINTS

May 16 - 17, 2011 • Hyatt Regency Atlanta • Atlanta, GA

Pre-Conference Workshop
Comprehensive Retirement Analysis: It’s Not as Simple as Just When to Turn It Off
May 16, 2011

Dinner Workshop
Building a Resource Plan that Addresses the Five Questions Regulators Want to Know
May 16, 2011

Post-Conference Workshop
Resource Adequacy Methodologies for Emerging Demand and Supply Mandates
May 18, 2011

TESTIMONIALS FROM PAST ATTENDEES

“Highly recommend for keeping informed on the latest issues.”
– Resource planner, Modesto Irrigation District

“Nice balance of information. Speakers were highly regarded with extensive professional resumes.”
– Senior manager, Power Supply, Snohomish County PUD

EUCI is authorized by IACET to offer 1.1 CEUs for this conference, 0.3 CEUs for the pre-conference workshop, 0.2 CEUs for the dinner workshop, and 0.3 CEUs for the post-conference workshop.
OVERVIEW
Few things bedevil utility industry resource and long-term planning professionals as much as the onion of regulatory constraints with which they must deal. Many are overlapping, if not mutually exclusive, layers. The primary driver now, as in the past, is the LSE’s and LDC’s own state utility commission. Increasingly, however, other local, state, regional, and national entities’ requirements are moving onto their radar screen.

Underpinning many of these regulatory mandates is the growing emphasis on replacing carbon-intensive generation resources with renewable energy generation and limited energy resources such as demand response energy efficiency and storage. These measures have radically altered the least-cost planning paradigm. Though the concepts themselves aren’t new, the aggressive targets for their adoption necessitate new planning methodologies and analyses to ensure that the utility’s business model can absorb the related technological, engineering, and logistical changes.

Recent, turbulent economic conditions have only exacerbated the situation.

Planners and policy professionals in resource planning will find this conference and workshop content valuable and timely. They will examine the processes that utilities, load-serving entities (LSEs), and local distribution companies (LDCs) must incorporate in their planning efforts to accurately model and forecast the impact these new circumstances require.

LEARNING OUTCOMES
Attendees will gain practical skills and insights on how to:

• Assess long-term impact of emerging generation technologies and demand side management (DSM) measures on load growth and forecasting
• Evaluate target reserve margin planning techniques
• Develop a portfolio of demand side management programs
• Examine a systematic approach for capacity value for energy-limited resources
• Discuss optimal capacity expansion planning
• Analyze the IRP-driven RFP process
• Compare procurement solicitation issues associated with renewable energy resources
• Solve the baseload generation expansion planning dilemma of balancing regulatory mandates with customer rate and reliability impacts, and financial and environmental stewardship
• Express the comprehensive value of the operational flexibility of conventional resources
• Assess what some utilities are doing to overcome planning and operational barriers of wind at higher penetration levels
• Demonstrate planning strategies for overcoming local congestion issues
• Discuss the long-term planning interplay between coal, gas, climate change, and renewables

WHO SHOULD ATTEND
Personnel from the following areas will benefit from this conference:

• Integrated resource planning
• Resource adequacy planning
• Strategic and long-range planning
• Forecasting and analysis
• Energy efficiency planning
• Demand response planning
• Generation and load planning
• Transmission planning
• Reliability planning
• Renewable energy planning
• Environmental and GHG planning
• State regulation and commission
• Carbon and emissions management
• Carbon and emissions market consultants and advisors
• Environmental compliance
• Regulatory affairs
• Asset management
• Financial analysis
• Risk management

IACET
EUCI has been approved as an Authorized Provider by the International Association for Continuing Education and Training (IACET), 1760 Old Meadow Road, Suite 500, McLean, VA 22102. In obtaining this approval, EUCI has demonstrated that it complies with the ANSI/IACET Standards, which are widely recognized as standards of good practice internationally.

As a result of their Authorized Provider membership status, EUCI is authorized to offer IACET CEUs for its programs that qualify under the ANSI/IACET Standards.

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Requirements for Successful Completion of Program
Participants must sign in/out each day and be in attendance for the entirety of the conference to be eligible for continuing education credit.

Instructional Methods
Instructional methods will include case studies, PowerPoint presentations, and discussion.
PROGRAM AGENDA

MONDAY, MAY 16, 2011

12:30 – 1:00 p.m.  Registration

1:00 – 1:15 p.m.  Conference Open and Welcome

I. RESOURCE ADEQUACY AND CAPACITY PLANNING

1:15 – 2:00 p.m.  Planning Issues in the Electricity Markets over the Next 25 Years
This opening conference presentation will address Energy Information Administration (EIA) perspectives on electricity markets in the U.S. through 2035. Using a wide array of sensitivity cases, it will include a discussion of:
• Key factors driving the electricity markets
  o Slowing demand growth
  o Relative fuel prices
  o Changing environmental regulations
• Key uncertainties
  o Potential policy changes
  o Fuel price uncertainty
  o Rising technology costs
– Alan Beamon, Director – Office of Coal, Nuclear, Electricity and Renewable Analysis, U.S. Energy Information Administration

2:00 – 2:45 p.m.  Target Reserve Margin Policies
Justifying capacity needs to regulators and other stakeholders hinges on determining the appropriate planning reserve margin. Many planners depend on physical reliability metrics such as LOLE to justify specific reserve margins. This presentation presents a survey of target reserve margin planning techniques and provides insight into the reserve margin methodology used by the Southern Company. The methodology not only considers physical reliability metrics but also takes into account economics and considers the cost customers are willing to pay for reliability. It illustrates the point that a reliability event has major impacts to customers well before actual firm load is shed. The presentation develops a framework for the economic evaluation of reserve margin with a focus on:
• Weather, load forecast, and unit performance uncertainty
• Reliability events and costs
  o Dispatch of high cost resources
  o Calling interruptible customers
  o Emergency purchases and scarcity pricing
  o Value of un-served energy
• Risks to all stakeholders
  o Load-serving entities
  o Customers
  o Regulators
– Garey Rozier, Director of Business Strategy, Southern Company
PROGRAM AGENDA

MONDAY, MAY 16, 2011 (CONTINUED)

2:45 – 3:30 p.m.  Demand Side Management Valuation
Developing a portfolio of appropriate demand-side management resources is a key aspect of resource planning in the current regulatory and cost environment. Procuring DSM capacity for peak periods can be a cost-effective mechanism for supplying resource adequacy for utilities while providing significant financial incentives for industrial, commercial, and even residential customers. However, given the significant differences between customer types, load characteristics, response capabilities, and outage costs, resource planners must develop an array of DSM programs that meets those needs as well as the needs of the utility cost effectively. Bob Mango will present a methodology for developing a portfolio of DSM programs including interruptible, real-time pricing, and ancillary service programs. Key aspects of the methodology will include:
• Constraint modeling
• Market interaction
• Penetration considerations
  – Bob Mango, Director – Resource Planning, Tennessee Valley Authority

3:30 – 4:00 p.m.  Networking Break

4:00 – 4:45 p.m.  Determination of Capacity Value for Energy Limited Resources
Creating a framework to determine the capacity value for energy-limited resources is becoming more important as penetrations of these resources increase. The original capacity valuation of renewable resources was based on the coincidence of generation with peak loads. However, a thorough evaluation requires consideration of additional factors such as load volatility, resource mix, penetration, and the economics of market interaction. This presentation offers a guideline and proposes a systematic approach to meeting this challenge, with a focus on:
• Developing a framework and methodology for the analysis
• Incorporating multiple weather years
• Creating penetration studies
  – Kevin Carden, Director, Astrape Consulting

4:45 – 5:30 p.m.  Resource Selection – Optimal Capacity Expansion Planning
This conference segment will explore how to properly “vet” capacity expansion issues that will yield optimal planning results:
• Least cost/least risk expansion planning
  o Balancing the tradeoff between risk and costs
  o Cost uncertainty as part of expansion planning
  o Balancing market interactions
• Accounting for hourly physical attributes
  o Ancillary services
  o Ramp rates, run times, and resource constraints
  o Addressing transmission constraints
• Best-in-breed deterministic expansion plans
  – Gary Dorris, President, Ascend Analytics

5:30 – 6:30 p.m.  Networking Reception
PROGRAM AGENDA
TUESDAY, MAY 17, 2011

7:30 – 8:00 a.m.  Continental Breakfast

II. RESOURCE PROCUREMENT STRATEGIES

8:00 – 9:30 a.m.  The IRP-Driven RFP Process
A panel of utility planning experts will discuss issues, share their experiences, and answer questions dealing with these and other RFP procurement concepts:
• Design and implementation of an RFP
• Balancing risk minimization with the goal of receiving a robust RFP response
• Optimal RFP structuring using pro forma contract documents
• Dealing with evaluation and contract negotiation difficulties
• Managing the self-build vs. PPA procurement decision
• Ensuring fairness in a process with potential bids from utility affiliates
  – Moderator: John Lamberski, Principal, Mercer Thompson LLC
  – Jeff Burleson, Director – Resource Planning, Georgia Power
  – Harry Judd, Independent Evaluator/Monitor and President, Accion Group
  – Khalil Y. Shalabi, Director – Power Resource Planning and Acquisition, New York Power Authority
  – Nicholas G. Muller, Executive Director, Colorado Independent Energy Association (CIEA)

9:30 – 10:30 a.m.  Procurement Solicitation Issues Associated with Renewable Energy Resources
This conference segment will examine specific ways in which utilities and LSEs need to validate the assumptions underlying their procurement solicitation efforts:
• Drivers for product and technology types
• Defining renewable resource priorities
• Balancing required resource procurement with reliability
• Documenting true costs
  – Harry Judd, Independent Evaluator/Monitor and President, Accion Group

10:30 – 10:45 a.m.  Morning Break

10:45 – 11:30 a.m.  Baseload Generation Expansion Planning Dilemma: Balancing Regulatory Mandates with Customer Rate and Reliability Impacts and Financial and Environmental Stewardship
This conference segment will explore how utilities and LSEs can overcome core challenges confronting baseload generation expansion planning:
• Determining the optimal resource mix — factoring in regulatory mandates and framework, fuel and operational costs, customer rate and reliability impacts, and corporate financial and environmental stewardship goals
• Laying out a road map and signposts for the transition to an optimal resource mix
• Itemizing the financial, operational, and reliability benefits of technology diversity
• Overcoming regulatory hurdles in resource selection
  – Ajay Arora, Director – Corporate Planning, Ameren Corp.
PROGRAM AGENDA

TUESDAY, MAY 17, 2011 (CONTINUED)

III. ADDRESSING OPERATIONAL CONSIDERATIONS IN RESOURCE PLANNING

11:30 a.m. – 12:30 p.m. Properly Valuing the Operational Flexibility of Conventional Resources

Wringing out the full economic and operational value of thermal and other baseload generating resources is more essential than ever, especially with emissions, environmental, regulatory, and public opinion considerations weighing heavily against them. This conference segment will consider the full complement of characteristics that must be factored into the comprehensive planning value equation, including:

- Ancillary service potential of resources
- Ramp rates and minimum down time
- Cycling capabilities
- AGC vs non-AGC units
- The impact that renewable resources will have on the importance of operational flexibility for conventional generators
- Quick start/black start capability

– Mark Kapner, Senior Strategy Engineer, Austin Energy

12:30 – 1:30 p.m. Group Luncheon

1:30 – 2:45 p.m. Wind Integration — Overcoming Planning and Operational Barriers at Higher Penetration Levels

Among the most challenging issues confronting resource planners and their operational counterparts at the utility is how to integrate wind resources into the supply stack efficiently, economically, and effectively. The technical issues are daunting enough, but reliability, financial, and balancing issues add further complexity. This conference segment will review how the North American utility with the highest percentage of wind resources has confronted the planning and implementation nitty-gritty of accommodating higher wind penetration levels.

- How to “arbitrage” the difference between peak load and minimum load at night
- Minimizing the consequence of negative prices
- Weather forecasting tools and applications
- Avoiding bottoming out
- Strategies to balance near-term curtailment practices with long-term capacity requirements
  - Capital investment decisions
  - Portfolio management strategies

– Charles Janecek, Senior Manager – Resource Planning, Xcel Energy

2:45 – 3:00 p.m. Afternoon Break

3:00 – 3:45 p.m. Planning Strategies for Overcoming Local Congestion Issues

Seventy percent of Manhattan’s installed generation is either large steam plants or even higher heat rate peakers. Most of these plants are 1960s or 70s vintage steam plants that are an integral mix of the installed capacity in-city. Very few retirements or upgrades of these plants have occurred, leaving only 30 percent of the installed mix as new efficient combined cycle or co-generation. NYPA’s (and its customers’) charge is to come up with a plan to stimulate the introduction of new efficient generating stations, but to accomplish this objective, the power agency must overcome several types of barriers:

- Technical
- Regulatory
- Financial

This presentation will provide a case study on how planners can develop scenario analyses to examine potential solutions that involve potentially complex regulatory hurdles in a restructured market.

– Khalil Y. Shalabi, Director – Power Resource Planning and Acquisition, New York Power Authority
PROGRAM AGENDA
TUESDAY, MAY 17, 2011 (CONTINUED)

3:45 – 5:00 p.m.  The Long-Term Planning Interplay between Coal, Gas, Climate Change, and Renewables
A panel of experts from different parts of the utility resource planning landscape will discuss issues and strategies for reducing the uncertainty and maximizing the planning opportunities associated with fuels, alternative energy sources, and CO2-limiting load serving options.
– Alan Beamon, Director -- Office of Coal, Nuclear, Electricity and Renewable Analysis, Energy Information Administration (EIA)
– Garey Rozier, Director of Business Strategy, Southern Company
– Norm Richardson, General Manager-Energy Analytics, Ventyx

5:00 p.m.  Conference Adjourns

GOLD SPONSORS

Ascend Analytics is a software and consulting company based in Boulder, Colorado, with offices in California, Massachusetts, Montana, and Geneva, Switzerland. The company provides risk management and business planning solutions to utilities, generation owners, and other energy companies seeking to manage costs, reduce risk, and improve bottom-line performance. Ascend software solutions provide actionable analytics around critical resource and financial management questions. Ascend’s dedicated consulting team works with senior management to address complex business challenges, particularly in the areas of capital, regulatory, and financial planning. www.ascendanalytics.com

Astrape Consulting is an energy consulting organization with a focus on resource planning. Astrape Consulting is an energy consulting firm with a focus on resource planning. Astrape is the exclusive licensor of the Strategic Energy and Risk Valuation Model (SERVM), a utility modeling application that is used to simulate the operation of all types of resources to quantify generation reliability risks and costs. The results of this model can help value energy limited resources, target optimal reserve margin, perform renewable integration studies, and optimize demand response portfolios. SERVM is currently used by several of the nation’s largest utilities. Astrape Consulting also performs various resource planning studies on behalf of utilities, RTOs, ISOs, and state commissions. www.astrape.com

Ventyx is the leading provider of business solutions enabling energy, utilities, telecommunications, broadband, and other commercial organizations to optimize the management of their customers, work force, spare parts inventory, equipment, tools, and documentation. Ventyx is also a leading provider of solutions for generation asset and portfolio optimization, energy trading and risk management, schedule management, price and load forecasting, maintenance optimization, resource planning, fuel budgeting, plant betterment, and environmental compliance analysis. Ventyx has offices in North America, Europe, the Middle East, and Asia-Pacific, and more than 900 clients in select asset-intensive service-based industries. www.ventyx.com

If you are interested in sponsorship opportunities for this event, please contact Stephen Coury at 720-988-1228 or scoury@euci.com.
COMPREHENSIVE RETIREMENT ANALYSIS: 
IT’S NOT AS SIMPLE AS JUST WHEN TO TURN IT OFF
MONDAY, MAY 16, 2011

Registration and Continental Breakfast: 8:00 – 8:30 a.m.
Workshop Timing: 8:30 a.m. – 12:00 p.m.

OVERVIEW
With many large-capacity generation assets at or beyond their original design operating lives, many companies are facing
difficult decisions on when or whether to retire these assets. From the many options for replacing an aging asset to the multiple
alternatives for extending its life, the “retire” or “don’t retire” decision is complex and is becoming even more so as increasingly
stringent environmental regulations are imposed. This workshop will address the many factors complicating these decisions
and present an analytical framework for assessing the myriad and conflicting options available to company executives.

LEARNING OUTCOMES
• Identify the key considerations in the retire decision
• Establish the framework and information required for asset disposition decisions
• Address the role of risk analysis in the retire decision
• Develop a working understanding of the steps in developing an asset disposition assessment

AGENDA
• The aging asset
• Alternatives to retiring
• Assessment framework
• Risk assessment
• Decisions and contingencies

INSTRUCTOR
Eric Hughes, Vice President – Advisors, Ventyx
Eric Hughes is a vice president in Ventyx Advisors’ Resource Planning Practice. He has more than 22 years of experience in
utility industry planning, including consulting and technical model support and development. He has detailed knowledge
of both load forecasting applications and integrated resource planning processes. Mr. Hughes’ specialties include
resource planning study design and execution, request for proposal process design and bid evaluation, demand side
management program design and evaluation, and customer profitability analysis. He has worked closely with both utility
and government agencies to ensure all due diligence requirements are met. His experience provides distinct insight into
the complex legislative requirements of the energy planning process.

Norm Lee, Principal Consultant, Ventyx
Norm Lee is a principal consultant at Ventyx Advisors. He has more than 33 years of experience in many aspects of the
utility industry. His expertise includes power plant construction, system operations, engineering, SCADA operations,
demand side management, and corporate and system planning.
BUILDING A RESOURCE PLAN THAT ADDRESSES THE FIVE QUESTIONS REGULATORS WANT TO KNOW
MONDAY, MAY 16, 2011

Workshop Timing: 6:30 – 9:00 p.m.
Dinner will be provided.

OVERVIEW
Resource plans have rapidly evolved from a strategic balance of least-cost resources for meeting load to a balance of broad-ranging objectives. Robust resource plans set a future course for utility generation investment. How well a perspective plan withstands public scrutiny and supports investment decisions today critically depends on addressing key regulatory concerns that focus on forward-looking events.

This workshop will examine the top five questions concerning regulators:
1. What’s the cost of carbon, gas, power, and coal in 2020?
2. What is the impact of renewable generation on ancillary service costs?
3. What is the value of flexible generation resources (e.g., LM6000 vs. frame for energy storage)?
4. Should generation planning be modeled as an open or closed system?
5. What is the elasticity of response of demand to increasing electric prices driven by commodities, carbon or renewable generation?

LEARNING OUTCOMES
• Establish the framework and inputs to develop and optimize resource selection under multiple and conflicting views
• Evaluate generation supply and market price dynamics on resource valuation
• Apply calculation of ancillary service requirements and costs of supply as part of capacity expansion planning
• Examine how to reduce the impacts of uncertainty on resource decisions through “risk-constrained, least-cost planning”
• Assess how to limit the risks associated with multiple futures
• Indicate imperfect foresight and use of decision criteria for capacity additions
• Evaluate the impact of different resources on planning and operating flexibility
• Develop and classify direct and indirect costs associated with scenarios

AGENDA
Learn how to develop consistent planning assumptions and apply an integrated decision framework with the latest metrics and techniques of portfolio selection:
• Development of input planning assumptions
• Resolving conflicting objectives of cost minimization, supply risk, and environmental issues
• Cash flow at risk, net position risk, and incremental risk
• Tests for portfolio robustness under renewable goals
• Accounting for volumetric uncertainty
• Accounting for market uncertainty and generation timing
• Accounting for ancillary services

Case studies on supply optimization and resource selection that apply the latest portfolio selection techniques, such as:
• Supporting decision analysis with imperfect information
• Planning assumptions and uncertainty analysis
• Creating a “no-regrets” supply portfolio
• Selection of generation resources from peaking to base and renewables to conservation
• Measuring the value of long-term hedges
• Measuring and reporting the value derived from optimization strategy
DINNER WORKSHOP
May 16, 2011

BUILDING A RESOURCE PLAN THAT ADDRESSES THE FIVE QUESTIONS REGULATORS WANT TO KNOW
MONDAY, MAY 16, 2011

Workshop Timing: 6:30 – 9:00 p.m.
Dinner will be provided.

INSTRUCTOR
Gary Dorris, Ph.D., President, Ascend Analytics
Gary Dorris is a pioneer of innovative solutions for energy planning and risk. For the past eight years, Dr. Dorris has grown Ascend Analytics to be a leading provider of quantitative software solutions for energy risk. He has led the development of over a dozen resource plans and pioneered new techniques for risk-based resource planning and portfolio selection. He has developed new techniques for resource planning that integrate the uncertainty of today’s competitive markets into the planning process. In 2001, Dr. Dorris won distinguished recognition from the IPE for contributions to the field of energy risk management. Dr. Dorris holds a Ph.D. in applied economics and finance, a B.S. in mechanical engineering, and a B.A. in economics with Magna Cum Laude distinction, all from Cornell University.

NEARBY HOTELS

Sheraton Atlanta Hotel
165 Courtland St. NE
Atlanta, GA 30303
404-659-6500
(This hotel is 2 blocks from the Hyatt Regency Atlanta.)

Twelve Centennial Park
400 W Peachtree St.
Atlanta, GA 30308
404-602-0485
(This hotel is 3 blocks from the Hyatt Regency Atlanta.)

Georgian Terrace Hotel
659 Peachtree St. NE
Atlanta, GA 30308
404-897-1991
(This hotel is 0.75 miles from the Hyatt Regency Atlanta.)

Melia Atlanta
590 W Peachtree St. NW
Atlanta, GA 30308
404-877-9000
(This hotel is 1 mile from the Hyatt Regency Atlanta.)
RESOURCES ADEQUACY METHODOLOGIES FOR EMERGING DEMAND AND SUPPLY MANDATES
WEDNESDAY, MAY 18, 2011

Registration and Continental Breakfast: 8:00 – 8:30 a.m.
Workshop Timing: 8:30 – 11:45 a.m.

OVERVIEW
Resource adequacy is more than just keeping the lights on. An important aspect of planning for peak periods is balancing the cost of reserves with all of the economic benefits of those reserves. In addition, resource planners must also determine the proper mix of peaking resources to economically provide reliable service. In this workshop, we will explore a methodology to develop target reserve margins based on economics. As part of exploring the economics of reliability, we will develop a framework that can also help planners construct DSM portfolios, understand the value of energy storage, and evaluate the impact that renewable resources will have on resource adequacy. With the increasing penetration of these energy limited resources, it will be necessary that planners take a comprehensive approach to resource adequacy.

LEARNING OUTCOMES
• Identify modeling techniques to address the key drivers of resource adequacy
  o Load modeling
  o Unit performance
  o Weather
  o Transmission
  o Neighboring systems
• Determine optimal reserve margins based on economic risks and physical reliability targets
• Identify a framework to evaluate DSM products and construct an optimal portfolio
• Address questions regarding different penetration levels of DSM and renewable resources
• Develop a working understanding of the value proposition for energy storage and methodologies to evaluate energy storage technologies
• Calculate the capacity value of renewable resources

AGENDA
• Calculating target reserve margin
• Understanding the value proposition of energy storage
• Constructing a DSM portfolio
• Calculating renewable resources’ impact on resource adequacy

INSTRUCTORS
Kevin Carden, Director, Astrape Consulting
Kevin Carden is director of Astrape Consulting, an energy consulting organization with a focus on resource planning. Under Kevin’s leadership, Astrape Consulting has provided consulting services to utilities nationwide, including the Southern Company, TVA, EON-US, PGE, SMUD, APS, and LCRA. For the Southern Company, he led the redevelopment of SERVM, an industry-leading resource planning tool which is currently managed and licensed by Astrape. Additional responsibilities have included project financial analysis, RFP independent evaluation, target reserve margin studies, renewable capacity valuation, demand side management program development, and contract management for many large capital projects. Kevin holds a B.S. in industrial engineering from the University of Alabama.

Nick Winternmantel, Principle, Astrape Consulting
Nick Winternmantel is a principle at Astrape Consulting. He has been active in the energy industry for over 10 years, holding various positions within the Southern Company before joining Astrape Consulting in 2009. He has broad experience in integrated resource planning, generation development, contract structuring, risk analysis, modeling, and asset management. While at Astrape Consulting, Nick’s primary focus has been working with utilities on resource adequacy studies and evaluation of energy limited resources.
A copy of the conference proceedings will be distributed to attendees at the event. If you are unable to attend or would like to purchase additional copies, flash drives are available two weeks after the conference is complete. The cost per flash drive is US $495 (add US $50 for international shipments). Flash drives include visual presentations only. Upon receipt of order and payment, the flash drive will be shipped to you. NOTE: All presentation flash drive sales are final and are non-refundable.

EVENT LOCATION
A room block has been reserved at the Hyatt Regency Atlanta, 265 Peachtree St. NE, Atlanta, GA 30303, for the nights of May 15-17, 2011. Room rates are $177, plus applicable tax. Call 404-577-1234 for reservations and mention the EUCI course to get the group rate. Make your reservations prior to April 24, 2011. There is a limited number of rooms available at the group rate. Please make your reservations early. The Hyatt Regency Atlanta is SOLD OUT the evening of May 16. Please see page 10 for a list of nearby hotels.

PLEASE REGISTER THE FOLLOWING

☐ Resource Planning Under Competing Regulatory and Operational Constraints
   May 16 - 17, 2011: US $1395 Early Bird on or Before May 6, 2011: US $1195
☐ Resource Planning conference and one workshop (choose one): US $1795
   ☐ Pre-Conference Workshop ☐ Dinner Workshop ☐ Post-Conference Workshop
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☐ Resource Planning conference and all three workshops: US $2595
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☐ I’m sorry I cannot attend, but please send me the conference proceedings for $495. (Please add $50 for international shipping)

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