



A Generation Services Company

## Statement of Qualifications

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## Introduction

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With the demand for electricity at an all-time high, it takes more than just the flip of a switch to keep our computers, appliances, and TVs running. In today's economy it is more important than ever to have reliably and efficiently run power plants.

North American Energy Services offers an array of generation services dedicated to making your power plant run more safely, reliably and cost-effectively. Our goal is to help you get the most out of your plant today while enhancing its value for tomorrow.

Through all of our services we strive to align our goals to your goals. We use proven, tailored processes and continually drive to improve by setting and maintaining high standards. We continually assess and communicate with you to prevent surprises.

The purpose of this Statement of Qualifications is to introduce you to our company, and to acquaint you with our qualifications as a provider of generation services. You will find that we have the management skills, the technical know-how, and the depth of resources to promote the safe, reliable, and cost-effective operation and maintenance of power generating facilities over the long term.

The next time you think of how your power plant operations and maintenance performance might be improved, I hope that you will think of North American Energy Services!

Tom DeNova  
President and Chief Executive Officer

**TAB 1**

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**Company Description**

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## Company Description

North American Energy Services (NAES) offers an array of generation services dedicated to making your power plant run more safely, reliably and cost-effectively. Our goal is to help you get the most out of your plant today while enhancing its value for tomorrow.

Today, our full line of generation services include:

### Operations & Maintenance Services

- ◆ Offer complete outsourcing of operations and maintenance services.
- ◆ Provide 24x7 operations and maintenance of power generation facilities.
- ◆ Develop and implement site specific operational programs.
- ◆ Plan and oversee major maintenance activities.
- ◆ Offer extensive safety and environmental management systems and programs

### Technical Support Services

- ◆ Develop operating procedures.
- ◆ Conduct O&M oversight and assessments.
- ◆ Perform CMMS/EAM setup and implementation.
- ◆ Provide due diligence services.
- ◆ Implement customized plant programs.
- ◆ Provide NERC compliance support.
- ◆ Develop comprehensive preventive maintenance plans.
- ◆ Provide project development support and setup.

### NAES Operational Maintenance Services (NAES OMS)

- ◆ Provide specialized contract services for:
  - ◇ Installation and repair of boilers and pressurized piping.
  - ◇ Mechanical and piping systems for steam generators.
  - ◇ Major maintenance and emergency work.
- ◆ Offer a wide array of welding services.

### NAES History

- 1980: NAES formed by four Northwest electric utilities to provide project management services in support of utility owners.
- 1983: NAES expands its business offerings to include maintenance and modifications services.
- 1986: NAES expands its business offering to provide staffing services to the generation industry.
- 1987: Power Plant Operations and Technical Services Division formed to provide additional services to growing independent power movement.

## Statement of Qualifications

- NAES Power Contractors**
- ◆ Provide annual plant maintenance and modification services.
  - ◆ Provide major maintenance services during plant outages.
  - ◆ Provide maintenance and repair of:
    - ◇ Boilers and related mechanical equipment
    - ◇ Chimneys, stacks and cooling towers
    - ◇ Tanks and pressure vessels
  - ◆ Perform construction of field erected tanks and vessels.
  - ◆ Perform substation and switchyard EPC services.
  - ◆ Perform electrical, controls and Fire/Life Safety projects.
  - ◆ Provide resources for construction of Vertical Concrete Casks (VCC).
  - ◆ Perform lay-up, storage, dismantlement and decommissioning of plant equipment.
- NAES Turbine Services**
- ◆ Provide onsite inspections / overhauls of combustion turbines, steam turbines, and other large frame rotating equipment.
  - ◆ Provide combustion and steam turbine component repair and refurbishment services.
  - ◆ Ability to source new turbine parts.
- NAES Staffing Services**
- ◆ Provide temporary technical and engineering support personnel to the utility and independent power generation industry.

Our company is owned by Itochu International, Inc., the U.S. subsidiary of Itochu Corporation.

Itochu Corporation was founded as a trading business and is a leader in Japan in telecommunications, information technology, internet, media, and retail. With operations in over 80 countries covering a broad range of industries, Itochu Corporation's revenues place it among the world's largest corporations.

Presently, we work throughout the Americas and we seek to expand into new geographies. Our success is demonstrated in the way we consistently surpass requirements on all jobs, our number of repeat customers and contract renewals, and our demonstrated staying power in the industry.

### NAES History Continued

- 2001: Itochu International Inc. purchases NAES.
- 2002: NAES acquires Tristar Turbine Technologies, Inc. to provide steam and combustion turbine component repair services.
- 2003: NAES acquires COSC, a long standing East coast O&M provider to enhance its fuel, safety, and environmental knowledge.
- 2003: NAES acquires OSI to enhance its combustion turbine and steam turbine field inspection services.
- 2004: NAES acquires American Boiler & Chimney Co., to augment its maintenance services in the eastern and central U.S.
- 2005: NAES announces the establishment of NAES Power Contractors, a combination of PMRI and AB&C, NAES' major maintenance companies.
- 2007: NAES acquires NAES Operational Maintenance Services (NAES OMS).

**TAB 2**

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**Operations & Maintenance**

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## Operations & Maintenance Services

Our approach is to focus on the fundamentals as we seek to operate generation facilities as they were designed and intended to be operated. We hire motivated people, develop effective procedures and programs, train our employees in their implementation, and seek continuous improvement.

As an independent O&M provider with more than 33,000 MW of O&M experience, we offer the advantage of having no competing loyalties and maintaining open communication with you. We align our goals with your goals so that we are successful if we first achieve success for you. Our demonstrated flexibility, responsiveness, and teamwork have made us one of the industry's largest and leading O&M providers.

For each operations and maintenance project, we provide an experienced project management team that follows the project from the pre-commercial period throughout the duration of the commercial operations period.

Of course, management implies support and we take advantage of an experienced home office support team that delivers what is necessary across a spectrum of disciplines. Our home office team consists of groups of professionals who are proficient in the various disciplines required for successful power plant operations and maintenance. They provide technical support to the transition and/or long term operation of each plant operated by NAES.

We have in-house capabilities in:

**Safety and Environmental Compliance** - Publish and implement plant safety manuals and implement environmental compliance/reporting programs, and assist plants in resolving safety and environmental issues as well as remaining current with new regulatory requirements.



### NAES O&M Experience Summary

#### Plant Operating Modes

- ◆ Baseload
- ◆ Load-Following
- ◆ Peaking
- ◆ Merchant

#### Generating Technologies

- ◆ Frame combustion turbines (simple & combined-cycle)
- ◆ Aeroderivative engines
- ◆ Reciprocating engines
- ◆ Biomass and fossil fueled steam plants
- ◆ Geothermal plants
- ◆ District heating & cooling

#### Fuels

- ◆ Natural gas
- ◆ Heavy fuel oils
- ◆ Coal
- ◆ Biomass
- ◆ Geothermal

**Procedures and Training** - Research and prepare systems descriptions and integrated operating procedures, and develop and implement structured training and qualification programs at plant sites.

**Comprehensive Maintenance Planning** - Research and develop preventive maintenance plans, schedules and procedures and integrate them with predictive maintenance procedures and plant management information systems.

**Project Management** - Plan, schedule, and supervise the provision of pre-commercial O&M services, and provide project management oversight and engineering assistance in support of long-term commercial operations.

**Human Resources** - Recruit plant operating personnel and assist with plant employee relations programs, benefits administration, etc., and ensure compliance with employment laws and regulations.

**Accounting and Finance** - Set up plant administrative systems such as purchasing, payroll, accounting, and inventory control, and assist with the training of office and management personnel.

**Information Systems** - Set up and install computer hardware/software/networks; analyze, develop, and design custom software for power plant management information systems; and train plant personnel in their use.

In concert with our approach to fundamentals, we expect to operate safely, comply with all laws, agreements and permits, and optimize operations in terms of cost, production, and equipment life. Over the years, NAES has developed the management skills and the technical expertise necessary to ensure the safe, reliable, and cost-effective operation of power generating facilities. The plants we operate consistently achieve or exceed their performance goals. Our records for safety and environmental compliance are among the highest in the industry.

For detailed information about all of our plant programs, please see the Technical Support Services section of this Statement of Qualifications.

### NAES O&M Experience Summary

#### Equipment—Combustion Turbines

- ◆ GE Frame Machines: 7FA+e, 7FA, 7EA, 6FA, 6B, 5
- ◆ Siemens-Westinghouse: 501G, 501F, V84.3, V84.2, 251-B12A
- ◆ MHI: 501G, 501F
- ◆ GE Aeroderivative: LM6000, LM5000, LM2500, TM2500
- ◆ Pratt & Whitney: FT8

#### Equipment—Steam Turbines

- ◆ ABB
- ◆ Allis Chalmers
- ◆ Elliott
- ◆ GE
- ◆ GEC Alsthom
- ◆ Siemens
- ◆ Mitsubishi
- ◆ Westinghouse

#### Reciprocating Engines

- ◆ Nordberg
- ◆ Wartsila



# NAES Operated Plants

## Combined-Cycle and Cogeneration Combustion Turbine Facilities

Plant	Location	Capacity	Equipment
Astoria Energy Project	Astoria, New York, USA	500 MW	2 GE Frame 7FA+e 1 steam turbine generator
Athens Generating Facility	Athens, New York, USA	1080 MW	3 Siemens Westinghouse 501G 3 steam turbine generators
Attala Generating Facility	Sallis, Mississippi, USA	526 MW	2 GE Frame 7FA+e 1 GE steam turbine generator
Blackhawk Power Station	Borger, Texas, USA	230 MW	2 Siemens Westinghouse 501F
Brazos Electric Johnson County Generating Facility	Cleburne, Texas, USA	268 MW	1 Westinghouse 501F 1 steam turbine generator
Brazos Valley Energy L.L.C.	Thompsons, Texas, USA	600 MW	2 GE Frame 7FA 1 steam turbine generator
Bridgeport Energy Facility	Bridgeport, Connecticut, USA	490 MW	2 Siemens V84.3 1 Siemens KN steam turbine generator
Calgary Energy Centre	Balzac, Alberta, Canada	300 MW	1 Siemens Westinghouse 501FD2, 1 Nooter Eriksen heat recovery steam generator, 1 Fuji steam turbine generator
Camden COGEN Plant	Camden, New Jersey, USA	146 MW	1 GE Frame 7EA 1 GE steam turbine generator
Casco Bay Energy Facility	Veazie, Maine, USA	520 MW	2 GE Frame 7FA 1 GE steam turbine generator
Colorado Bend Energy Center	Odessa, Texas, USA	275 MW	2 GE Frame 7EA 1 steam turbine generator
Cottonwood Energy Facility	Deweyville, Texas, USA	1230 MW	4 GE Frame 7FA 4 Alstom steam turbine generators
Covert Generating Facility	Covert, Michigan, USA	1100 MW	3 Mitsubishi 501G 3 steam turbine generators
Crockett Cogeneration	Crockett, California, USA	240 MW	1 GE Frame 7FA 1 steam turbine generator
Delaware City Plant	Delaware City, Delaware, USA	300 MW	2 GE Frame 6FA, 3 Riley and 1 Foster Wheeler boiler, 4 steam turbine generators, 1 PRAXAIR separation unit
Dogwood Energy Center	Pleasant Hill, Missouri, USA	600 MW	2 Siemens Westinghouse 501F 1 steam turbine generator
Faribault Energy Park	Faribault, Minnesota, USA	250 MW	1 GE Frame 7FA 1 steam turbine generator
Ferndale Cogeneration Facility	Ferndale, Washington, USA	245 MW	2 GE Frame 7EA 1 GE steam turbine generator
Fore River Generating Facility	Weymouth, Massachusetts, USA	800 MW	2 MHI 501G 1 steam turbine generator

# NAES Operated Plants

## Combined-Cycle and Cogeneration Combustion Turbine Facilities

Plant	Location	Capacity	Equipment
Fortistar North Tonawanda	North Tonawanda, New York, USA	55 MW	1 GE Frame 6B 1 GE steam turbine generator
Gordonsville Energy Power Station	Gordonsville, Virginia, USA	240 MW	2 GE Frame 7EA combustion turbines 2 GE steam turbines 2 Nooter Eriksen HRSGs
Granite Ridge	Londonderry, New Hampshire, USA	720 MW	2 Siemens Westinghouse 501G 1 steam turbine generator
Green Country Energy, LLC	Jenks, Oklahoma, USA	795 MW	3 GE Frame 7FA 3 GE steam turbine generators
Hamakua Energy Partners	Honokaa, Hawaii, USA	60 MW	2 GE LM2500 1 steam turbine generator
Harquahala Generating Facility	Maricopa County, Arizona, USA	1092 MW	3 Siemens-Westinghouse 501G 3 steam turbine generators
Holland Energy Facility	Beecher City, Illinois, USA	665 MW	2 GE Frame 7FA 1 Toshiba steam turbine generator
Island Cogeneration	Campbell River, British Columbia, Canada	257 MW	1 ABB GT 24 1 condensing steam turbine
L'Energia Cogeneration Facility	Lowell, Massachusetts, USA	82 MW	1 Siemens V64.3 1 30 ABB steam turbine generator
Liberty Electric Power Project	Eddystone, Pennsylvania, USA	530 MW	2 GE Frame 7FA+e 1 steam turbine generator
Linden COGEN Plant	Linden, New Jersey, USA	650 MW	5 GE Frame 7EA 3 GE steam turbine generators
Lockport Cogeneration Facility	Lockport, New York, USA	200 MW	3 GE Frame 6B 1 GE steam turbine generator
Luna Energy Facility	Deming, New Mexico, USA	570 MW	2 GE Frame 7FA+e 1 GE steam turbine generator
Magnolia Energy	Ashland, Mississippi, USA	900 MW	3 GE 7FA combustion turbines 1 Alstom steam turbine
Millennium Power	Charlton, Massachusetts, USA	360 MW	1 Siemens-Westinghouse 501G 1 steam turbine generator
Mustang Station	Denver City, Texas, USA	486 MW	2 GE Frame 7FA 1 ABB steam turbine generator
Mystic Units 8 & 9	Everett, Massachusetts, USA	1600 MW	4 MHI 501G 2 MHI steam turbine generators
New Gulf Power Plant	Boling, Texas, USA	85 MW	1 GE Frame 7EA 1 steam turbine generator
Newark Bay Cogeneration Plant	Newark, New Jersey, USA	135 MW	2 Westinghouse 251-B12 1 Mitsubishi steam turbine generator
North East Cogeneration Plant	North East, Pennsylvania, USA	80 MW	2 GE LM5000, 1 steam turbine generator, 2 auxiliary boilers, 1 Caterpillar diesel generator

# NAES Operated Plants

## Combined-Cycle and Cogeneration Combustion Turbine Facilities

Plant	Location	Capacity	Equipment
Pawtucket Power	Pawtucket, Rhode Island, USA	67 MW	1 GE Frame 6B, 1 GE steam turbine generator, 1 auxiliary boiler
Pedricktown Cogeneration Plant	Pedricktown, New Jersey, USA	120 MW	1 GE Frame 7EA, 1 GE steam turbine generator, 1 Zurn Keystone auxiliary boiler
Quail Run Energy Center	Wharton, Texas, USA	275 MW	2 GE Frame 7EA 1 steam turbine generator
RPL Holdings Inc. - Elmwood Park Plant	Elmwood Park, New Jersey, USA	65 MW	1 ABB 8BC, 1 ABB steam turbine, 2 Marcal auxiliary boilers
Redbud Energy Facility	Luther, Oklahoma, USA	1230 MW	4 GE Frame 7FA 4 Alstom steam turbine generators
Ripon Cogeneration Facility	Ripon, California, USA	49 MW	1 GE LM5000 STIG 120
Rosemary Power Station	Roanoke Rapids, North Carolina, USA	181 MW	1 GE Frame 7EA, 1 GE Frame 6B 1 ABB steam turbine
Sacramento Power Authority Cogeneration Plant	Sacramento, California, USA	160 MW	1 Siemens V84.2 1 Siemens steam turbine
San Gabriel Cogeneration Facility	San Gabriel, California, USA	41 MW	1 GE LM5000 STIG 120
San Joaquin	Lathrop, California, USA	49 MW	1 GE LM5000 STIG 120
Tenaska III Cogeneration Facility	Paris, Texas, USA	223 MW	2 GE Frame 7EA 1 GE steam turbine
TermoBarranquilla	Barranquilla, Colombia	876 MW	5 ABB GT11N2 2 oil-fired boilers 4 steam turbine generators
TermoEmcali	Cali, Colombia	233 MW	1 Westinghouse 501F 1 Mitsubishi steam turbine generator
TermoValle	Cali, Colombia	200 MW	1 Westinghouse 501FC 1 Westinghouse steam turbine generator
Tuxpan II	Tuxpan, Veracruz, Mexico	495 MW	2 Mitsubishi 501F 1 steam turbine generator
Tuxpan V	Tuxpan, Veracruz, Mexico	495 MW	2 Mitsubishi 501F 1 steam turbine generator
UEG Araucária Power Project**	Araucária, Paraná, Brasil	483 MW	2 S-W 501 FD2 1 Alstom steam turbine generator
Valladolid III	Valladolid, Yucatan, Mexico	525 MW	2 GE 7FA combustion turbines 1 Toshiba steam turbine
Vineland Cogeneration Plant	Vineland, New Jersey, USA	48 MW	1 GE LM6000 1 GEC Alsthom steam turbine generator Zurn Keystone auxiliary boiler

\*\* Denotes Technology Transfer Project

# NAES Operated Plants

## Simple-Cycle Combustion Turbine Facilities

Plant	Location	Capacity	Equipment
Armstrong Energy	Shelocta, Pennsylvania, USA	640 MW	4 GE Frame 7FA
Big Sandy Peaker Plant	Kenova, West Virginia, USA	300 MW	6 FT-8 TwinPac
Border Power	San Diego, California, USA	50 MW	1 FT-8 TwinPac
Buzzard Point Generation Station	Washington, D.C., USA	244 MW	16 GE Frame 5
Calumet Energy Team	Chicago, Illinois, USA	300 MW	2 Siemens-Westinghouse V84.3A2
Central Termica Patagonia	Comodoro Rivadavia, Argentina	79 MW	2 GE Frame 6B
Central Termoelectrica General Roca	General Roca, Argentina	125 MW	1 European Gas Turbine (EGT) Frame 9E
Crete Energy Plant	Crete, Illinois, USA	320 MW	4 GE Frame 7EA
El Cajon Power	El Cajon, California, USA	50 MW	1 FT-8 TwinPac
Enterprise Power	Escondido, California, USA	50 MW	1 FT-8 TwinPac
Ethan Taft Project	Fellows, California, USA	22 MW	1 GE LM2500
Harlem River Yards Power Station	Bronx, New York, USA	80 MW	2 GE LM6000
Hell Gate Power Station	Bronx, New York, USA	80 MW	2 GE LM6000
Indigo Generation, LLC	Palm Springs, California, USA	135 MW	3 GE LM6000PC Sprint
Joseph J. Seymour Power Station	Brooklyn, New York, USA	80 MW	2 GE LM6000
Kent Power Station	Brooklyn, New York, USA	50 MW	1 GE LM6000
Larkspur Energy, LLC	San Diego, California, USA	90 MW	2 GE LM6000PC Sprint
Lincoln Generating Facility	Manhattan, Illinois, USA	656 MW	8 GE Frame 7EA

# NAES Operated Plants

## Simple-Cycle Combustion Turbine Facilities

Plant	Location	Capacity	Equipment
Lordsburg Generating Station	Lordsburg, New Mexico, USA	80 MW	2 GE LM6000 combustion turbine generators
Minnesota River Station	Chaska, Minnesota, USA	49 MW	1 Siemens SGT 800 combustion turbine
Mustang Station Unit 4	Denver City, Texas, USA	145 MW	1 GE Frame 7FA+e
Mustang Station Unit 5	Denver City, Texas, USA	145 MW	1 GE Frame 7FA+e
Panoche Power	Firebaugh, California, USA	50 MW	1 FT-8 TwinPac
Pierce Power Station, LLC	Tacoma, Washington, USA	154 MW	7 GE TM2500
Pleasants Energy	St. Mary's, West Virginia, USA	320 MW	2 GE Frame 7FA combustion turbines
Pouch Terminal Power Station	Staten Island, New York, USA	50 MW	1 GE LM6000
TermoCandelaria	Cartegena, Colombia	314 MW	2 Westinghouse 501FC
TermoDorada	La Dorada, Colombia	46 MW	1 FT-8 TwinPac
Troy Energy	Luckey, Ohio, USA	600 MW	4 GE Frame 7FA combustion turbines
University Park Energy	University Park, Illinois, USA	300 MW	6 FT-8 TwinPac
Vaca Dixon Power	Vacaville, California, USA	50 MW	1 FT-8 TwinPac
VanSant Generating Station	Dover, Delaware, USA	40 MW	1 GE Frame 6B
Vernon Boulevard Power Station	Long Island City, New York, USA	80 MW	2 GE LM6000
Wolf Hills	Bristol, Virginia, USA	250 MW	5 FT-8 TwinPac

# NAES Operated Plants

## Industrial and Boiler Facilities

Plant	Location	Capacity	Equipment
Alpart Powerhouse	Nain, Jamaica	70 MW	1 GE Frame 5, 4 oil-fired boilers, 4 steam turbine generators, 4 steam-driven air compressors
Altavista Power Station	Altavista, Virginia, USA	64 MW	2 Babcock & Wilcox traveling grate stoker fired boilers 1 Mitsubishi steam turbine
BL England Generating Station	Beesley's Point, New Jersey, USA	447 MW	2 pulverized coal boilers 1 oil-fired boiler 3 steam turbine generators
Benning Road Generation Station	Washington, D.C., USA	500 MW	1 CE boiler 1 Babcock & Wilcox boiler 2 GE steam turbine generators
Bunker Hill	Los Angeles, California, USA	84 MW (Equiv.)	5 centrifugal chillers 3 International hot water generators
Burney Forest Power Plant	Burney, California, USA	31 MW	2 Riley Stoker boilers 1 GE steam turbine generator
Burney Mountain Power	Burney, California, USA	10 MW	1 Zurn travelling grate boiler 1 Turbodyne steam turbine generator
Carneys Point Cogeneration Plant	Carneys Point, New Jersey, USA	280 MW	2 Foster Wheeler pulverized coal boilers 1 GEC-Alstom steam turbine generator
Century City	Los Angeles, California, USA	141 MW (Equiv.)	4 boilers, 4 centrifugal and 4 absorption refrigeration units
Chowchilla II Power Plant*	Chowchilla, California, USA	12.5 MW	1 bubbling fluidized bed boiler 1 steam turbine generator
El Nido Power Plant*	El Nido, California, USA	12.5	1 bubbling fluidized bed boiler 1 steam turbine generator
Hopewell Cogeneration Facility	Hopewell, Virginia, USA	64 MW	2 Babcock & Wilcox traveling grate stoker fired boilers 1 Mitsubishi steam turbine
Huntington Beach	Los Angeles, California, USA	38 MW (Equiv.)	5 gas turbine-driven centrifugal refrigeration units, 4 Murray steam boilers
McKee Run Generating Station	Dover, Delaware, USA	149 MW	3 Heavy oil and/or gas fired boilers 3 steam turbine generators
Midtown Thermal Control Center	Atlantic City, New Jersey, USA	32 MW (Equiv.)	14 York chillers 2 Zurn boilers
Mt. Lassen Power	Westwood, California, USA	10 MW	1 Zurn traveling gate boiler 1 Turbodyne steam turbine generator
Mystic Unit 7 (& Jet Engine)	Everett, Massachusetts, USA	577 MW & 11 MW	1 ABB forced circulation boiler, 1 steam turbine, 1 standby combustion turbine
Niagara Biomass	Niagara Falls, New York, USA	53 MW	1 Pyropower circulating fluidized bed boiler 1 steam turbine generator
Pacific Oroville Power	Oroville, California, USA	18 MW	2 Zurn fixed grate boilers 2 GE steam turbine generators
Pittsylvania Power Station	Hurt, Virginia, USA	80 MW	3 Riley Stoker boilers 2 ABB steam turbine generators

# NAES Operated Plants

## Industrial and Boiler Facilities

Plant	Location	Capacity	Equipment
Port Arthur Steam Plant	Port Arthur, Texas, USA	5 MW	3 Deltak waste heat HRSGs 1 GE steam turbine generators
Roanoke Valley Energy Facility (ROVA I&II)	Whelton, North Carolina, USA	231 MW	2 Riley boilers 1 GE steam turbine 1 Mitsubishi steam turbine
Southampton Power Station	Franklin, Virginia, USA	64 MW	2 Babcock & Wilcox traveling grate stoker fired boilers 1 Mitsubishi steam turbine
Tracy Biomass	Tracy, California, USA	21.5 MW	1 Detroit stoker shaker grate boiler 1 steam turbine generator
Walter B. Hall Resource Recovery Center	Tulsa, Oklahoma, USA	17 MW	3 RDF Water Wall boilers 1 steam turbine generator

## Geothermal Facilities

Plant	Location	Capacity	Equipment
Mammoth Pacific	Mammoth Lakes, California, USA	40 MW	Eight 5 MW turbo expanders

## Reciprocating Engine Facilities

Plant	Location	Capacity	Equipment
Dr. Bird Power Station	Old Harbour Bay, Jamaica	72 MW	8 Wartsila 12V46s firing HFO with waste heat recovery
ELCOSA Power Plant	Puerta Cortes, Honduras	80 MW	8 Wartsila 12V46s firing HFO with waste heat recovery
Genor Power Plant	Puerta Barrios, Guatemala	40 MW	4 Wartsila NSD 18V38s firing HFO with waste heat recovery
La Chorrera Electricidad Power Plant	Chorrera, Panama	96 MW	6 Wartsila 18V46s firing HFO with waste heat recovery

## Wind Facilities

Plant	Location	Capacity	Equipment
White Creek Wind Farm	Roosevelt, Washington, USA	205 MW	89 Siemens 2.3 MW MK II wind turbines

**TAB 3**

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**Support Services**

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## Technical Support Services



Our Technical Support Services group offers an array of customized services to self-operators to improve plant performance and enhance personnel effectiveness. Leveraging O&M experience from more than 100 plants, we have developed a full set of technical support services that promote safe and efficient long-term plant operation.

We have provided technical support expertise to more than 260 projects totaling more than 75,000 MW. Our Technical Support Services are offered independently or as a multi-faceted technical service agreement to meet customer needs.

### Operating Procedures

NAES Technical Support Services experience demonstrates that precisely written customized operations procedures improve plant reliability, availability, efficiency, and maintainability. NAES' customized operating procedures incorporate OEM recommendations and best practices into one all-encompassing set of operating procedures.

Our system-specific operating procedures promote superior performance by enabling plant staff to focus on procedural compliance in the following areas:

- ◆ **Plant Startup**
- ◆ **Normal Operations**
- ◆ **Off-Normal Operations**
- ◆ **Shutdown**
- ◆ **Emergency Operations**

Customized operating procedures may also be supplemented with a full set of system descriptions and simplified one-line diagrams for each system.

### NAES Technical Support Services Experience

#### Portfolio

- 260+ Projects
- 170 Facilities
- 17 Countries
- 75,000+ MW

#### Technologies

- Combined-Cycle
  - Aero
  - Frame
- Simple-Cycle
  - Aero
  - Frame
- Reciprocating Engines
- Steam Boilers
- Flue Gas Desulfurization
- Renewables
  - Biomass
  - Geothermal
  - Hydroelectric
  - Municipal Solid Waste
  - Waste Oil Recovery
  - Wind

#### Equipment

All Major OEMs

### O&M Oversight and Assessment Program

Our O&M Oversight and Assessment programs enable self-operators to improve operations and maintenance performance and cost effectiveness by recommending more effective plant processes while reducing overall operating costs. Through periodic site visits, our power plant professionals evaluate O&M policies, procedures, and processes to assess areas that can benefit from improvement.

To implement an oversight and assessment program, NAES professionals focus on:

- ◆ **Plant Availability & Reliability**
- ◆ **Organization & Personnel**
- ◆ **Safety & Incident Reporting**
- ◆ **Environmental & Technical Issues**
- ◆ **Staff Training**
- ◆ **Budgets**

The O&M Oversight and Assessment program is a systematic approach that has been developed over many years. First, NAES professionals inspect and summarize plant condition, assess plant performance, evaluate plant management practices, and inspect O&M programs and equipment condition. Next, we review studies, permits, and operating plans to assess risks related to the environment, health, and safety. Last, NAES evaluates plant O&M budgets to ensure alignment between activities and expectations. Upon completion the client receives a comprehensive report describing the elements of risk and recommended actions.

### Due Diligence

Our due diligence services provide in-depth investigations of all relevant aspects of the past, present and predictable future of generation assets. With more than 90 due diligence projects completed, NAES is a recognized leader for evaluating operations and maintenance and verifying material facts for generation assets around the world.

As an independent provider of O&M services, NAES offers the advantage of having no competing loyalties and maintaining open, objective communications.

A NAES due diligence starts with a site visit and includes observation and evaluation of the plant O&M organization, assessment of all plant O&M manuals and programs, and review and assessment of the plant budget and operational reports. The findings are evaluated and summarized in a written report.

### Computerized Maintenance Management System (CMMS) & Enterprise Asset Management (EAM) Setup & Implementation

Our CMMS/EAM professionals provide system setup, conversions, upgrades, and training. Proper setup and implementation of CMMS/EAM reduces costs and increases plant availability by providing trending information on inventory use, component failure, and equipment operating histories.

NAES increases client ROI and productivity by using complex system functions to implement maintenance oversight. NAES CMMS/EAM setup and integration services include:

- ◆ **Configuration** - Set up an effective system hierarchy
- ◆ **Integration** - Coordinate the inventory, purchasing, and accounting systems
- ◆ **Maintenance Plan** - Develop a routine maintenance program
- ◆ **Training** - Conduct plant-specific end-user training
- ◆ **Support** - Provide third party technical support

NAES manages the CMMS/EAM at over 70 power plants and has conducted setups and conversions at over 27 facilities using all major platforms.

### Plant Programs

NAES Technical Support Services implements customized plant programs designed to address all significant aspects of plant operations.

- ◆ **Safety Program** - designed to prevent personal injury and damage to property while assuring regulatory compliance of the facility.
- ◆ **Environmental Program** - guides plant personnel through complex environmental regulatory issues specific to plant operation and ensures compliance with all applicable environmental permits.
- ◆ **Administrative Program** - contains the governing documents for complete plant administration to ensure efficient business practices.
- ◆ **Maintenance Program** - clarifies the purpose and scope of activities for providing preventive, predictive, and corrective scheduled maintenance.
- ◆ **Training and Qualification Program** - ensures that personnel are provided with the necessary knowledge, skills and experience to operate the plant effectively, meeting and maintaining the minimum requirements for each position.
- ◆ **Chemistry Program** - includes chemistry control for plant equipment and water treatment systems, wastewater sampling and handling, and chemical storage.

### NERC Compliance Support

NAES has developed a NERC Reliability Standards compliance manual specifying the actions to be taken to comply with the Generator Owner and/or Generator Operator requirements. These are the same compliance requirements implemented at power plants currently operated by NAES. The NAES NERC Reliability Compliance Manual addresses both NERC Reliability Standards and Regional Reliability Standards applicable to your facility. The manual also addresses Critical Infrastructure Protection (CIP) standards.

Our compliance manual, organized by NERC Reliability Standards (and the Regional Reliability Standards), is made up of templates and easy to use attachments that are designed to be customized to reflect the unique specifications of your facility. The completed templates and attachments will result in a comprehensive NERC Reliability Standards compliance package that is stored and maintained at the facility.

Our program is designed to be a self-conducted compliance strategy. Our program can be further augmented with onsite Technical Support Service consultants to assist your plant staff in meeting these requirements. The program has been successfully implemented at over 95 operating power plants.

### Preventive Maintenance Plans and Work Standards

Applying vast experience, proven best practices, and OEM data, NAES Technical Support Services creates comprehensive preventive maintenance (PM) plans and integrates them into the CMMS of a facility. The PM plan identifies, prioritizes and summarizes all of the unique actions to be taken at a facility, including outage schedules, work loads, warranty requirements and OEM recommendations. A NAES PM Plan is developed based on the following proven approach:

- ◆ **Identify** all plant equipment and required preventive maintenance
- ◆ **Research** and define PM requirements based on OEM guidance
- ◆ **Develop** procedures to align PM requirements with task complexity
- ◆ **Implement** procedures into the plant CMMS

NAES' customized work standards document highly complex, non-routine maintenance tasks that incorporate OEM information and plant personnel knowledge. By evaluating historical plant records, conducting personnel interviews, and observing maintenance evolutions, NAES can design detailed processes and information that often improve cost effectiveness and efficiencies.

### Environmental Services

NAES' Environmental Management System and Environmental Programs provide a multi-faceted structure and process for power facilities to protect the environment and comply with all applicable laws, regulations, and permitting requirements. Clients trust and depend on NAES' environmental professionals for their experience in the following areas:

- ◆ **Air Compliance**
- ◆ **Reporting**
- ◆ **Continuous Emissions Monitoring**
- ◆ **Title V**
- ◆ **Risk Management Program (RMP)**
- ◆ **NPDES Wastewater Permits**
- ◆ **Storm Water Permits**
- ◆ **Solid and Hazardous Waste**
- ◆ **Chemical Use & Spill Plan**
- ◆ **Emergency Plan**

NAES works with plant staff to implement the NAES Environmental Management System and Environmental Programs, and for support ranging from limited review and input on specific issues to managing the full client and operator environmental responsibilities.

### Project Development Support and Setup

NAES Technical Support Services has the capability to provide an all-encompassing program of development support and setup services that includes:

- ◆ **EPC Negotiations**
- ◆ **Staff Recruitment**
- ◆ **O&M Budget Development**
- ◆ **Operational Programs**
- ◆ **LTSA/CSA Negotiations**
- ◆ **Long-Term Maintenance Budgets**
- ◆ **Turnover, Startup, and Testing Support**
- ◆ **O&M Support**

As a successful operator of more than 100 plants in 9 countries, NAES has the experience customers need to resolve project development challenges. As a third party independent provider, NAES has no competing interests and is therefore committed to enhancing the value of the investment customers have in their facilities.



## Technical Support Services Client List

AES	Invenergy
AIG	ITOCHU
Alaska Electric Light & Power Co.	Jamaica Energy Operators
American Electric Power	Jamaica Public Service Co.
Astoria Energy	Kelson Energy
Athens Generating Co.	LS Power Generation
Bio Development	Marathon Oil
Borger Energy Associates	Merilectrica ESP
BP Alternative Energy	Millennium Power Partners
British Gas	NEI AGRA Inc.
Burney Forest Products	Nevada Power Co.
CalPeak Power	New York Power Authority
Central Plants, Inc.	NRG
CIT Group	Pacific Energy
City of Dover (DE)	PacifiCorp
COGEN Technologies	PEPCO
Connective Thermal Systems	Pierce Power
Countryside US Power	Potomac Power Resources
Delta Power	Public Service Co. of New Mexico
Dominion	Puget Sound Energy
Dynegy	Renewable Resources
EIF	Rockland
El Paso Corporation	Sacramento Power Authority
Electricidad de Cortes	Scudder
Generadora Electrica del Norte	Silicon Valley Power
Granite Ridge Energy	Sithe Energies
Harquahala Generating Co.	Tenaska
IC Industria	Tenaska Power Fund
IGC/ERI PanAm Thermal Generation	Tyr Capital
Intergen	USRG

**TAB 4**

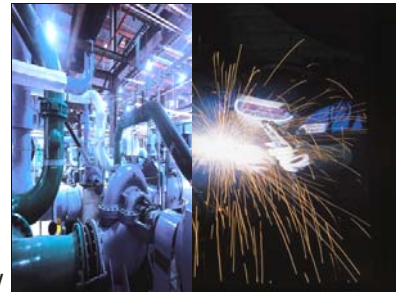
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**NAES Operational Maintenance Services**

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## Maintenance Services



**NAES Operational Maintenance Services (NAES OMS)**, a wholly -owned subsidiary of North American Energy Services, provides a broad range of maintenance services on industrial boilers in a variety of fuels such as: coal, oil, natural gas, biomass, and petroleum coke. Our plant experience includes coal fired, gas fired, oil-fired and Pulp and paper.

### Specialized Contracting Services

NAES OMS provides competitively priced welding and mechanical services, including the installation and repair of boilers and pressurized piping. Our scope of services includes all mechanical and piping systems for steam generation and process facilities. We perform both predictive major maintenance and outage work on:

- ◆ Boiler tubes and hangers
- ◆ Tube panels
- ◆ Burners
- ◆ Fuel systems
- ◆ Piping
- ◆ Boiler breaching
- ◆ FGS systems
- ◆ Ash systems
- ◆ Hopper
- ◆ Access platforms

### Welding Services

NAES OMS brings over 10 years of experience providing shop and field welding services for a variety of carbon steel and stainless steel products. We employ highly skilled and specialized welders. Our welding machines are equipped with generators for work in remote locations.

NAES OMS holds certificates of authorization from the National Board of Boiler & Pressure Vessel Inspection ("R" stamp), and the American Society of Mechanical Engineers ("S" stamp). NAES OMS experience includes the following equipment:

- ◆ Industrial boilers
- ◆ Furnace and heaters
- ◆ Cyclones
- ◆ Towers and vessels
- ◆ HP steam lines
- ◆ Power and process piping
- ◆ Compressors
- ◆ Heat exchangers

### NAES Operational Maintenance Company Experience Summary

#### General Services

- ◆ Fuel handling
- ◆ Mechanical
- ◆ Boiler and pressurized piping installation and repair.

#### Welding Services

- ◆ Field services
- ◆ Remote locations
- ◆ OMS in-shop services
- ◆ Customer site



## Statement of Qualifications



### Experience

Service	Plant	Capacity	Type	Client
Economizer Tube Repair	Southampton	63 MW	Coal	Dominion
Drain Line Repairs	Gordonsville	240 MW	Gas	Dominion
Boiler Feedwater Pump Installation	Roanoke Valley Energy Facility	232 MW	Coal	Westmoreland
Main Steam Outlet Repair	Park 500	N/A	Coal	Phillip Morris
Tube Repair	Blended Leaf	N/A	Industrial Boiler	Phillip Morris
Boiler Repair	Big Island Mill	N/A	Paper Mill	Georgia Pacific
Tube Repair	Altavista	63 MW	Coal	Dominion
Steam Leak Repair	Hopewell	63 MW	Coal	Dominion
Trim Valves	Rosemary	181 MW	Gas	Dominion
Tube Repair and Valve Repair	Pittsylvania	80 MW	Biomass	Dominion
QC Weld Inspection	Roanoke Valley Energy Facility	232 MW	Coal	Westmoreland
Emergency Pad Welding	Southampton	63 MW	Coal	Dominion
Hand Hole Welding	Gordonsville	240 MW	Gas	Dominion
Circulating Pump and Steam Coil Piping Installation, and Steam Can Repair	Park 500	N/A	Coal	Phillip Morris
Skimmer Blade Welding	Roanoke Valley Sanitation Facility	N/A	Industrial Boiler	Roanoke Valley Sanitation District
Valve Installation	Rosemary	181 MW	Gas	Dominion
Baghouse work	Southampton	63 MW	Coal	Dominion
Weld Inspection	Roanoke Valley Energy Facility	232 MW	Coal	Westmoreland
Boiler #1 Membrane Repair	Southampton	63 MW	Coal	Dominion
Fabricating Cooling Water Pipe	Southampton	63 MW	Coal	Dominion

**TAB 5**

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**NAES Power Contractors**

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## Maintenance and Construction Services

**NAES Power Contractors**, a wholly-owned subsidiary of North American Energy Services, performs power plant and electric infrastructure maintenance and repair services.

**NAES Power Contractors-West** provides a broad range of services including:

- ◆ Annual maintenance for power plants and related facilities, including system-wide maintenance agreements.
- ◆ Major maintenance on a broad range of equipment and systems, including boilers, HRSGs, combustion turbines, steam turbines, and balance of plant equipment.
- ◆ Turnkey substation and transmission projects including engineering, procurement and construction (EPC).
- ◆ Vertical concrete cask (VCC) construction for independent spent nuclear fuel storage installations.
- ◆ Decommissioning, dismantlement and disposal of plant equipment and facilities.

While operating as a separate and independent subsidiary of NAES, NAES Power Contractors-West leverages the strength of the affiliated NAES companies to focus on serving the growing needs of the power generation and transmission industry. As a full service provider, NAES Power Contractors-West provides a durable, high quality solution that allows our customers to extract the maximum value out of each and every dollar spent constructing and maintaining their assets.

NAES Power Contractors-West realizes the importance of consistent and thorough maintenance of plant equipment and systems. Plant owners with high capital investments are concerned with getting the most out of their facilities for the longest operating period possible. Our personnel have the skills and experience to perform tasks ranging from routine maintenance to complicated plant system improvements.



### NAES Power Contractors Experience Summary

#### Maintenance & Construction

- ◆ Plant maintenance modification and repairs
- ◆ Hydroelectric maintenance
- ◆ Electrical Projects
- ◆ Pulp and paper mill maintenance
- ◆ Turbine generator inspection/overhaul

#### Management Services

- ◆ Outage management services
- ◆ Major construction projects
- ◆ Project management services



## Maintenance and Construction Services

**NAES Power Contractors**, a wholly-owned subsidiary of North American Energy Services, is a full service contractor able to meet the demands in fast, reliable, quality maintenance, repair and installation services. Established in 1993, NAES Power Contractors-East serves the utility, steel petrochemical, pulp, and paper industries. Company principals have extensive hands on experience and are intimately familiar with their client's plants problems and challenges, including budgets, quality, and schedules.

NAES Power Contractors-East brings together all the craft personnel and leadership necessary to ensure safe work practices and conditions, on-time delivery, and thorough preparation of necessary documents and deliverables.

NAES Power Contractors-East holds certificates of authorization from the National Board of Boiler & Pressure Vessel Inspection ("R" stamp), and the American Society of Mechanical Engineers ("S" stamp). The company works on the following equipment:

- ◆ Boilers and mechanical equipment
  - ◆ Breechings
  - ◆ Ductwork
  - ◆ Bag houses
  - ◆ Precipitators
  - ◆ Ash Hoppers
  - ◆ Forced draft fans
  - ◆ Induced draft fans
  - ◆ Air heaters
  - ◆ Stacks
  - ◆ Condensers
  - ◆ Tanks
  - ◆ Piping
  - ◆ Scrubbers



### NAES Power Contractors Experience Summary

#### Boiler and Mechanical Equipment

- ◆ Maintenance
- ◆ Repair
- ◆ Replacements

#### Tanks and Pressure Vessels

- ◆ New constructions of field erected tanks and vessels
- ◆ Field repairs, installations, modifications and retrofits

#### Chimneys, Stacks and Cooling Towers

- ◆ Maintenance and repair
- ◆ Shell repair
- ◆ Demolition

## Statement of Qualifications

- ◆ Tanks and pressure vessels
  - ◇ Storage Tanks
  - ◇ Clarifiers, thickeners, hydro-bins
  - ◇ Lime silos, coal silos
  - ◇ Field-erected scrubbers and absorbers
  - ◇ Gas holders
  - ◇ Tar decanters, light oil and tar tanks
  - ◇ Surge tanks and penstocks
  - ◇ New tank floors with secondary containment and cathodic protection
  - ◇ New supported and self-supported roofs
  - ◇ New internal and external floating roofs
  - ◇ Primary and secondary seal systems for floating roofs
  - ◇ Structural steel, handrails, ladders, and platforms
  - ◇ Shell inserts, modifications, penetrations
  - ◇ Elevated Water Tanks
  
- ◆ Chimneys, stacks and cooling towers
  - ◇ Steel stack design and erection
  - ◇ Installation or replacement of brick, steel, FRP, and gunite linings
  - ◇ Custom cladding and wall papering in steel liners and stacks
  - ◇ Refractory or acid resistant cement applications by the gunite method
  - ◇ Sandblasting and technical coating installation and repair
  - ◇ EPA service platforms, ports, and ladder systems
  - ◇ Expansion joint installation and replacements
  - ◇ Aviation warning system repairs and maintenance
  - ◇ Lighting protection system installation and repair
  - ◇ Tuck pointing, reinforcing bands, and stiffeners
  - ◇ Remote photo and/or video inspection services
  - ◇ Cooling tower shell repair



## Experience

Service	Plant	Capacity	Type	Client
HRSB Repair	Attala	526 MW	Gas	Central Mississippi Generating Co.
HRSB Retube	Beaver Station	611 MW	Gas	Portland General Electric
Annual Maintenance	Boardman Plant	550 MW	Coal	Portland General Electric
Swing Arm Installation	Bridger Coal Company	N/A	N/A	NERCO
Heavy Medium Coal Preparation Plant	Centralia Mine	N/A	Coal	Washington Irrigation and Development Co. (WIDCO)
Baghouse Installation	Centralia Plant	1,350 MW	Coal	Pozzolanic International
Annual Maintenance	Colstrip Plant	2,218 MW	Coal	PPL Montana
Sample Panel Retrofit - 1400 Ft. Stainless Piping, Heat Exchangers, Chillers	Colstrip Plant, Units 1&2	666 MW	Coal	PPL Montana
Dry Lime Handling System Installation, Pulverizer Replacement, Electrical Installation and Turbine Supervisory Instrumentation	Dave Johnston Plant	750 MW	Coal	PacifiCorp
Annual Maintenance	Goldendale Power Plant	250 MW	Gas	Calpine
Annual Maintenance	Hermiston Generating Plant	509 MW	Gas	Hermiston Generating Co.
Annual Maintenance	Hermiston Power Plant	630 MW	Gas	Calpine
Ash Farm Grading and Paving, Flue Gas Desulfurization System	Jim Bridger Plant	2,000 MW	Coal	PacifiCorp
HRSB Repair	Mustang Station	486 MW	Gas	Denver City Energy
Boiler Repair	Naughton Plant	707 MW	Coal	PacifiCorp
HRSB Retube	Plant # 2	266 MW	Gas	Anchorage Municipal Light & Power
Flue Gas Desulfurization System	Wyodak Plant	330 MW	Coal	PacifiCorp

## Statement of Qualifications

### Hydroelectric Maintenance Projects

Service	Plant	Capacity	Type	Client
Turbine Repairs	Alder Dam	50 MW	Hydro	Tacoma Power
Turbine Power Nozzle Rebuild	Bradley Lake	120 MW	Hydro	Homer Electric Association
Penstock Replacement	Calispell Plant	N/A	Hydro	Pend Oreille PUD
Inspection and Overhaul	Cushman Dam No. 1	43 MW	Hydro	Tacoma Public Utilities
Inspection and Overhaul	Cushman Dam No. 2	81 MW	Hydro	Tacoma Public Utilities
Inspection and Overhaul	La Grande Dam	64 MW	Hydro	Tacoma Public Utilities
Inspection and Overhaul	Little Falls Dam, 4 Units	32 MW	Hydro	Avista
Inspection and Overhaul	Long Lake Dam, 4 Units	70 MW	Hydro	Avista
Wicket Gate Repair	Madison	9 MW	Hydro	PPL Montana
Inspection and Overhaul	Mossyrock Dam	300 MW	Hydro	Tacoma Public Utilities
Inspection and Overhaul	Wynoochee Dam	10.8 MW	Hydro	Tacoma Public Utilities

### Electrical Projects

Service	Plant	Client
Substation Construction	Bluegrass Station	Bluegrass Generating Co.
Substation Construction	Clinton Plant	Illinois Power
Distribution Control System Installation	Colstrip Plant	PPL Montana
Substation Construction	Discovery Center	Portland General Electric
Substation Construction	Wilson River	Tillamook PUD
Electrical Maintenance	Harquahala	Harquahala Generating Co.
SF6 Breaker Replacement	Ice Harbor Dam	Corp. of Engineers
Substation Construction	Renaissance Station	Renaissance Generating Co.
Substation Construction	Rolling Hills	Rolling Hills Generating Co.
Substation Construction	Wapato/Toppenish	PacifiCorp
Electrical Maintenance	Wenatchee Works	Alcoa

### Pulp and Paper Mill Maintenance Projects

Service	Plant	Client
Recovery Boiler Water wall Panel Replacement	Everett Kraft Mill	Weyerhaeuser Paper Company
Water Tube Boiler Retube	Forest Grove Mill	Forest Grove Lumber Company
Piping and Valve Repairs	St. Helens Mill	Boise Cascade Paper Group
Retube Boiler No. 7	St. Helens Mill	Boise Cascade Paper Group
Piping and Valve Rep	Tacoma Mill	Simpson Tacoma Kraft Company
Boiler Repairs, Winter and Spring 189 Outages	Timber Products Mill	Timber Products Company
Annual Inspection and Repairs	Toledo Mill, Hog Fuel Boiler	Georgia-Pacific Corporation
Annual Inspection and Repairs	Toledo Mill, No. 1 Power Boiler	Georgia-Pacific Corporation

## Statement of Qualifications

### Turbine Generator Inspection/Overhaul Projects

Service	Plant	Capacity	Type	Client
Pre-Inspection Steam Turbine Assessment/ Survey	Alpart Powerhouse	70 MW	Oil	Alumina Partners of Jamaica (Alpart)
Turbine Generator Inspection and Overhaul	Centralia Power Plant	1,350 MW	Coal	Pacificorp
Turbine Generator Inspection and Overhaul	Colstrip Power Plant	2,218 MW	Coal	Montana Power Co.
Boiler Feed Pump Turbine and Forced Draft Fan Turbine Inspection and Overhaul	Coyote Station	415 MW	Coal Oil	Montana-Dakota Utilities
Turbine Generator Inspection and Overhaul	Dave Johnston Plant	750 MW	Coal	Pacificorp
Steam Turbine—Mechanical Hydraulic Controls Inspection, Assessment and Alignment	Ewarton Powerhouse	25 MW	Oil	West Indies Alumina Co. (Winalco)
Long Term Inspection and Maintenance Services	Hobbs, NM Plant	40 MW	Gas	EPCOR
Long Term Inspection and Maintenance Services	Hobbs, NM Plant	40 MW	Gas	TransAlta Corporation
Long Term Inspection and Maintenance Services	L.A., California Plant	85 MW	Gas	TransAlta
Turbine and HRSG Repair	La Paloma	1,048 MW	Gas	La Paloma Generating Co.
Generator Vibration Repair Generator RE-Grouting and Alignment	Marrow Generating Plant	406 MW	Coal	Southern Mississippi Electric Power Association
Turbine Generator Inspection and Overhaul	Pleasant Prairie Station	1,140 MW	Coal	Wisconsin Electric Power Company
Turbine Generator Inspection and Overhaul	Tracy Power Station	238 MW	Oil	Sierra Pacific Power Company
HP Turbine Generator Inspection and Overhaul	Trojan Nuclear Power Plant	1,150 MW	Nuclear	Portland General Electric
LP Turbine and CIV Inspection and Overhaul	Trojan Nuclear Power Plant	1,150 MW	Nuclear	Portland General Electric
Turbine Generator Inspection and Overhaul	WSU Power Station	2.5 MW	Coal	Washington State University (WSU)



## Statement of Qualifications

### Project Outage and Inspection

NAES Power Contractors provides site representatives to manage projects and outages on behalf of the owner/client. Our scope of services covers project/outage management and inspection of contractor's work.

Service	Plant	Client
Outage Management	Rosebud Plant	Rosebud Operating Services
Outage Management	Centralia Plant	TransAlta
Ash Haul Road and Disposal Area	Jim Bridger Plant	PacifiCorp
Cathodic Protection	Wyodak Plant	PacifiCorp
Coal Handling Facilities Expansion	Antelope Coal Mine	Northern Energy Resources Company (NERCO)
Condenser Retubing	Dave Johnston Plant	PacifiCorp
Cottonwood Coal Preparation Facility & Coal Conveyor Systems	Cottonwood Coal Mine	Utah Power & Light Mining Division
Dam Rehabilitation	Harriet Lake Dam	Portland General Electric Company
Geothermal Power Plant	Geothermal Project No. 3	Northern California Power Agency (NCPA)
Hydroelectric Project	Skookumchuck Dam	PacifiCorp
Independent Power Electrical Generating Plant	Tenaska III Cogeneration Facility	Tenaska III Texas Partners
Microwave Receiving and Transmitting Facilities	Multiple Puget Sound Locations	Puget Sound Power & Light Company
Owner's Representative & Construction Coordinator	Training Facility/Office Building, Trojan Plant	Portland General Electric Company
Overland Coal Conveyor	Bridger Coal Company	Northern Energy Resources Company (NERCO)
Waste Water Treatment Expansion	Trojan Plant	Portland General Electric Company
Wyodak Shop Expansion	Wyodak Steam Plant	PacifiCorp



## Partial Client List

A/C Colver  
AB&C Thermal Spray  
A/C Power Colver Operations  
ABB C-E Services  
Aderhold Properties, Inc.  
AEP  
CoGeneration  
Akron Thermal Lp  
Akron Thermal Ltd. Partnership  
Alabama Power  
Allegheny Energy Supply  
Allen Tower Corporation  
Alstom Power, Inc.  
Commonwealth Dynamics  
Commonwealth Edison  
CSC Ltd.  
Dresden Energy Facility  
Duquesne Light Co.  
Durable Slate Co.  
EME Homer City Generations Lp  
Ergon west virginia, Inc.  
ESI, Inc. of Tennessee  
Exxon  
Ferro Corporation  
First Energy  
GPU Energy  
GPU Generation Inc.  
Great Lakes Construction  
ITW Devcon  
J.J. White Incorporated  
Jefferson Smurfitt Corporation  
Patent Construction Systems  
Peabody Construction  
Power Piping Company  
PPG Industries Inc.  
PSP Industries  
Quaker State Corp.  
RA Glancy & Sons, Inc.  
Ragnar Benson Inc.  
Reliant Energy  
RJ Meyer Company  
Sears Oil Co.  
Shenango, Inc.  
US Steel  
United Refining Co.  
Von Roll America, Inc.  
West Penn Power Co.  
Westmoreland County  
Wheeling-Pittsburgh Steel  
Witco Corporation  
Zinc Corp. of America  
Keyspan Energy Management  
Keystone Painting Co.  
Kirby Electric Co.  
KTA-Tator, Inc.  
Kvaerner Songer, Inc  
LVI Environmental Services  
McDonald Steel Corporation  
Mckamish Chesapeake Inc.  
Mobotec-USA, Inc.  
Montour Run Developing  
Ohio Health System  
Packaging Corp. of America

**TAB 6**

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**NAES Turbine Services**

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## Field Services

NAES Turbine Services, a division of NAES, provides highly-skilled, motivated supervision and turbine mechanics to inspect, repair and/or overhaul major rotating equipment. This service is provided along with the latest state of the art planning, scheduling, predictive maintenance and vibration analysis programs designed to minimize costly equipment downtime and lost production.

### Field Inspections, Overhauls, Component Repairs

NAES Turbine Services is a leading provider of field inspections, overhauls and component repair for gas turbines, steam turbines, and other large rotating machines. These services to major companies in the power, petrochemical and pipeline industries since 1990.

The service features onsite inspections and overhauls that meet or exceed OEM standards in a timely manner at a significantly lower cost than the OEM. The Turbine Field Services Division can provide supervised crews and/or turnkey project management.

NAES Turbine Services collaborates with Leading Edge Turbine Technologies ([www.leturbine.com](http://www.leturbine.com)) to provide shop component repairs of large rotating equipment, including gas and steam turbines and compressors. Leading Edge specializes in precision repair and refurbishment of complex components and assemblies associated with all critical rotating equipment. The 88,000 square foot Leading Edge facility has complete welding, machining and mechanical capabilities to service or repair all types of rotating equipment, including steam and gas turbines.

### Broad Range of Experiences on Gas Turbines & Steam Turbine Generators

NAES Turbine Services has inspected more than 400 turbines both domestically and in Central and South America. For combustion turbines, we provided combustion inspections, hot gas path inspections, major inspections and generator mechanical inspections for variety of manufacturers' equipment such as GE (Frame 3, 5, 6 & 7), Westinghouse (101, 191, 251 & 501) and ABB (11N). For steam turbines, we also provided major inspections, minor inspections, generator inspections and valve inspections for equipment manufactured by GE, Westinghouse, ABB, Mitsubishi, Hitachi, Murray and Tuthill.



### Experience Summary

#### Inspection, Overhaul, & Repair

- ◆ Combustion turbines
- ◆ Steam turbines
- ◆ Generators
- ◆ Centrifugal and axial compressors
- ◆ Blowers & pumps
- ◆ Gear drives
- ◆ Mechanical repairs
- ◆ Refurbishment

#### Control Calibration & Analysis

- ◆ Electronic
- ◆ Pneumatic
- ◆ Hydraulic

### Highly Skilled Personnel

Our supervisors/TD's have an average of 25 years of related experience on rotating equipment. They use laptop computers to track work progress, have access to inspection forms and communicate with the home office and clients. The mechanics are turbine/rotating equipment experienced (not just millwrights) capable of performing inspections and overhauls in a proficient and quality manner. All have basic safety training and have been drug tested.

### Predictive Maintenance Program

The Predictive Maintenance (PM) Program is designed to predict component failure, in order to prevent catastrophic equipment failures so that appropriate maintenance can be conveniently scheduled and properly planned. Additionally, the program provides the information necessary to determine if outage intervals can be extended, resulting in significant savings in equipment maintenance costs and increased production over the service life of the unit.

The program includes the following:

- ◆ Field collection of critical operating data with a hand-held computer
- ◆ Evaluation and interpretation of the data
- ◆ Ability to determine if the unit is operating within its design envelope
- ◆ Trending and charting of the data
- ◆ Recommendations
- ◆ Formal Report

Our personnel have used the computer regression analysis program on gas turbine PM programs for 16 years. Predictive data from these programs have proven to be valuable input for maintenance planning purposes. The present day PM program includes utilization of a computerized vibration data acquisition/evaluation system with FFT spectrum analyzer and trending capabilities.

NAES offers competitive pricing, superior service and a commitment to safety and the environment. Our goal is to provide innovative solutions to your problems, all wrapped in exceptional customer care. NAES Turbine Services seeks to establish, with all of our clients, a long-term relationship of trust and unparalleled service.

### Experience Summary Cont.

#### Specialty Services

- ◆ Turnaround planning and management
- ◆ Laser alignments
- ◆ Spare parts inventory optimization
- ◆ Inspection & repair programs
- ◆ Preventative/Predictive maintenance programs
- ◆ Borescope inspections
- ◆ Vibration analysis
- ◆ Parts repair & sourcing



## Partial Client List

ABB Power Generation, Inc.  
ABB Turbine Services  
Abitibi Consolidated, Inc.  
AGIP Petroleum  
Agrico Chemical Company  
Air Liquide America Corporation  
Air Products & Chemicals, Inc.  
Alabama Electric Coop.  
Altura Energy, Ltd.  
Aluminum Co. of America  
AMC Corporation  
American Electric Power  
AMOCO Chemical Company  
ARCO Oil and Gas Co.  
ARCO Permian  
Arizona Public Service Company  
Associated Electric Cooperative  
Barnett and Casbarian, Inc.  
Binger Operations, L.L.C.  
Black Hills Power  
Blue Dolphin Energy Company  
Borden Chemicals & Plastics  
BP Amoco  
BP's Chocolate Bayou Plant  
Brazos Electric Power Coop.  
Brazos Valley Electric  
Cain Service Corporation  
CBI Constructors, Inc.  
Champion International Corp.  
Cinergy  
City of Ames, Iowa  
City of Bryan, Texas  
City of Lakeland, Florida  
Clark Refining and Marketing  
CMS Energy  
Coastal Technology, Inc.  
Compressor Professionals, Inc.  
ConEdison Energy  
Denver City Power Associates  
Dynergy  
East Coast Management, Inc.  
EGE Haina  
El Paso Energy  
Enron  
Fina Oil & Chemical Company  
Formosa Plastics Corporation  
GPM Gas Services Company  
Granite Ridge Energy  
Hickham Industries, Inc.  
HNG Storage Company  
Huntsman Corporation  
IMO Industries  
Indiana Municipal Power Authority  
J.E. Merit Constructors, Inc.  
Kentucky Utilities  
Koch Gateway Pipeline Co  
Lafayette Utilities System  
LAGEN (NRG)  
Louisville Gas & Electric  
LSP Pike, LLC  
Lubbock Power & Light  
Mechanical Dynamics & Analysis  
MidAmerican Energy  
Mid-Continent Power Co.  
Mission Operation & Maintenance  
Motiva Enterprises  
Nebraska Public Power District  
NGC Energy, Inc.  
NORCEN Explorer, Inc.  
Occidental Chemical Corp

## Statement of Qualifications

Owensboro Municipal Utilities  
Oxy Petrochemicals  
PacifiCorp  
PanEnergy Field Services, Inc.  
Panhandle Eastern Pipe Line Co.  
Panda Energy International  
PEPCO  
Phibro Refining, Inc.  
Powerserve International, Inc.  
PPG Industries  
Praxair  
Prime Energy  
Raton Public Service  
Reliant Energy/HL&P  
Shell Western E&P, Inc.  
Smith - Enron Cogen  
South Mississippi Electric Power  
South Texas Electric Cooperative  
Southern Indiana Gas and Electric  
Southwestern Public Service Co.  
Star Enterprise  
Taylor Energy  
Tenaska III, Texas Partners  
Tennessee Gas Pipeline  
Tennessee Valley Authority  
Terra Nitrogen  
Texas A&M University  
Texas Gas Transmission, L.L.C.  
The Dow Chemical Company  
Total Petroleum, Inc.  
TransAlta Corporation  
Transwestern Pipeline Co.  
Turbine Technology Services Corp.  
TXU Electric  
Union Carbide  
Union Electric  
UtiliCorp United  
Valero Refining  
Warren Petroleum  
Western Kentucky Energy  
Williams Energy Services  
Williams Gas Pipeline  
Woodward Governor Company

**TAB 7**

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**NAES Staffing Services**

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## Staffing Services

Maintaining efficient staffing levels in a competitive market place is one of today's greatest management challenges. NAES Staffing Services, a division of NAES, has been helping people successfully meet this challenge since 1986. Founded as a temporary staffing service for the utility industry, NAES Staffing Services has emerged as a quality full service provider of cost-effective, customer-tailored staffing solutions for a wide variety of industries.

NAES Staffing Services Division specializes in providing skilled professional, technical, and other support personnel to firms in a variety of industries, including:

- ◆ Power Generation
- ◆ Utility
- ◆ Petrochemical
- ◆ Oil and Gas
- ◆ Engineering and Construction
- ◆ Telecommunications
- ◆ Information Technology

Whether your staffing needs are in high tech, utilities or government, NAES Staffing Services' team of seasoned professionals has the experience and knowledge in the industries we serve to assist you with your staffing needs. That means we speak your language, and most importantly, we know how to listen. We know each client is unique, that's why we work closely with you to develop innovative and effective solutions to meet your specific needs and concerns.

Whatever your staffing needs, whether it's direct recruitment for permanent placements, temporary, "temp-to-hire" or special projects personnel management, NAES has the resources to deliver the highest quality personnel and services every time. And we have the flexibility to provide just the right combination of services to meet your needs.



### NAES Experience Summary

#### Nuclear/Utilities

- ◆ Administrative
- ◆ Betterment/Up-Rate
- ◆ Computer Professionals
- ◆ Engineering
- ◆ Environmental/Scientific
- ◆ Maintenance
- ◆ Operations
- ◆ Procedures
- ◆ Re-Licensing
- ◆ Technical Support

#### Professional/Technical

- ◆ Drafting
- ◆ Engineering
- ◆ Hardware
- ◆ Software
- ◆ Technical Writing

## Statement of Qualifications

Our extensive database of current resumes provides a diverse and highly qualified pool of candidates, from clerical, administrative support, manufacturing and warehousing, to technical, professional and special project personnel management.

We tailor our search and screening process to your unique requirements in order to provide qualified, dependable employees when you need them.

With the NAES Staffing Services advantage:

- ◆ **You save time and money.** Let us handle the burden of the hiring process, including advertising, prescreening, interviewing, verifying skill levels and checking employment references. And we'll manage the administrative details of payroll, benefits and deductions from earnings, all in compliance with applicable local, state and federal tax and employment laws.
- ◆ **You optimize productivity.** We use all our resources to find the highest quality people with the necessary skills to step right in and get the job done.
- ◆ **You maximize workforce flexibility.** Our experienced professionals will help make sure you're covered for peak workloads, vacationing employees, unexpected illnesses and new openings.
- ◆ **You have one convenient source for all your staffing needs.** With us as your quality "one-stop-shop", you can choose a single service or a package of services to meet your changing personnel requirements.

Key to our success is that we listen to your unique staffing needs. We then draw on a variety of techniques to develop a customized staffing solution that works for you. These solutions range from providing temporary employees, or directly recruiting candidates for your open positions, to providing unique payroll service options.

We have also developed a unique agreement with the IBEW to provide contract employees to clients where personnel must be IBEW union members. Our approach provides excellent flexibility and cost savings to traditional approaches to outsource union scope. This approach can also return retirees and former employees to support peaking and maintenance outage staffing needs.

We stand behind our work. We stay in touch to make sure the people we provide meet your performance requirements. Your satisfaction is our success.

### NAES Experience Summary

#### Administrative/Clerical

- ◆ Accounting
- ◆ Banking
- ◆ Clerical
- ◆ Data Entry
- ◆ Legal
- ◆ Medical
- ◆ Secretarial
- ◆ Switchboard/Telephone
- ◆ Word Processing

#### Light Industrial

- ◆ Assembly
- ◆ Bindery/Printing
- ◆ Construction
- ◆ Commercial Cleaning
- ◆ Driver
- ◆ Fabric
- ◆ Inventory/Merchandising
- ◆ Laundry
- ◆ Machine Operator
- ◆ Maintenance
- ◆ Packaging
- ◆ Plumbing



## Partial Client List

Acres International  
Aexcel Corporation  
Alliant Energy  
AmerGen  
AmerenUE  
AmerenEG  
APComPower Inc.  
ARCO Enterprises, Inc.  
Argonne National Laboratories West—Idaho  
National Engineering Laboratory  
Avista  
Babcock & Wilcox  
Bonneville Power Administration  
CDSS  
Cleveland Electric Illuminating Company  
Constellation Energy  
Del Technical Services  
Donald Keefe and Associates  
Duke Engineering Services  
Dynergy Midwest Generating  
Dynergy  
Energy Northwest  
Farwest Capital  
FirstEnergy  
FirstEnergy Nuclear Operating Company  
GPU Nuclear Corporation  
Houston Lighting and Power  
Illinois Power Company  
International Controls Systems  
Kaiser Aluminum and Chemical Company  
Maverick Technologies  
New York Power Authority  
Northwestern Energy  
NRG Energy  
PacifiCorp  
Pacific Energy  
Portland General Electric  
PPL  
Puget Sound Energy  
Republic Technologies Inc.  
Susquehanna Steam Electric Station  
Tacoma Public Utilities  
Texas Utilities Electric Company  
Toledo Edison  
Washington Public Power Supply District  
Wisconsin Public Service  
Wolf Creek Operating Company

**TAB 8**

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**Contact Information**

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## Contact Information

- ◆ **Operations & Maintenance Services**
- ◆ **Support Services**

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## Contact Information

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## Statement of Qualifications



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## Statement of Qualifications



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