

Case Study: Texas Municipal Power Agency

Texas Municipal Power Agency Benefits from Cohesive Implementation Services

Texas Municipal Power Agency (TMPA) operates the 462 MW Gibbons Creek Power Plant located near Carlos, Texas and its associated transmission assets. TMPA, a municipal corporation and political subdivision of the State of Texas, provides electricity generation and transmission services to four cities: Bryan, Denton, Garland and Greenville.

When the utility found itself hindered by outdated maintenance processes, software and architecture, the consequences had already become evident in overall operations. Mission-critical information systems had limited reporting capabilities and lacked connectivity, limiting management's ability to provide power to the service area at the lowest possible cost.

To reduce cost and improve performance, the utility decided to modernize its enterprise asset management (EAM) system and upgrade its business practices. With professional and technical guidance provided by Cohesive, the task was successfully accomplished on time and within budget.

Decision Drivers

Several process and system limitations influenced

the decision to replace the utility's previous solution. The 15-year old EAM solution had inadequate functionality and was running on its original hardware. The technology platform and work processes were increasingly inefficient. Furthermore, it was virtually impossible to get support for the software, which was on the verge of becoming unsupported by the vendor. A replacement was necessary.

A limited budget dictated that the organization operate as lean as possible. For daily operations as well as capital projects, they needed ready access to all cost and budgeting details rather than relying on reports from Accounting. They needed new tools and techniques to improve the lifecycle of their assets.

In addition, faced with an aging workforce, the utility had to become better at capturing knowledge and transferring it to apprentices. New processes and system-based knowledge were needed to simplify job performance and employee training.

In preparation for the maintenance transformation, utility project leaders charted their current state, benchmarked against industry standards, and documented preferred practices. Assistance would be needed to reconcile, engineer, and implement the updated and streamlined work processes, and also to configure the new software solution.



"Because of the way Cohesive configured and implemented our new process and business controls, capital projects and maintenance are now tracked to budgets."

Craig York,
Plant Manager, TMPA

"In an effort to better control costs, improve efficiency, and increase value to our customers we focused our efforts on modernizing our enterprise asset management practices and systems."

Gary Parsons,
General Manager, TMPA



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Solution Providers

The utility evaluated more than a dozen EAM systems, including an upgrade of the installed system, before choosing the preferred solution. They were likewise careful with the selection of an implementation service provider. They needed an experienced, full-service systems integrator that could work within a tight budget.

The software vendor's own services were very expensive, and some of the consultancies would have outsourced much of the work. The utility had worked previously with the principals at Cohesive Information Solutions, who had proven adept at managing similar projects and delivering on business objectives.

Cohesive was intimately familiar with the utility's legacy and new EAM solutions, and had deep experience with energy industry processes as well as maintenance practices and systems. Furthermore, the consultancy's personal service, collaborative approach, and proposed price and timetable were on the mark. As a result, Cohesive was selected to provide the essential implementation services and support after go-live.

Projected Delivery

Cohesive was to provide a turnkey implementation of the new system. The utility could not provide a dedicated project team, which meant early planning, product training, and process definition was limited. Cohesive had to collaborate with available resources to achieve the project objectives. Cohesive helped define the performance metrics, led the process reconciliation workshops, and configured the application to reflect the new work processes, resolving all system challenges along the way. They managed the data cleanup, data building, conversions and interfaces. Dozens of new

work procedures documented by Cohesive formed the basis for the training syllabus used by the utility's trainers. The integrator also guided the users through the system startup and supported them after the transition.

Successful Results

In spite of delays caused by plant outage schedules and software releases, Cohesive completed the implementation as promised and on budget. The go-live occurred over a long weekend, and the new system helped the organization achieve its stated goals.

The utility can now track capital projects and maintenance to budgets. Complex, control-based workflows link every work activity to a budget line, and field technicians can view budget status by work order from the field. There now is two-way communication between the EAM and Accounting systems in near real time. The JDBC-compliant database supports enhanced reporting capabilities and provides more granular visibility into the operation and its projects.

Strategic improvements were also made. Obsolete and unused equipment records were eliminated and the hierarchies were reengineered. On request only (ORO) items are replacing direct purchases. Every task in the new system is tracked with a work order number. And, the utility has greater visibility into rotating items, serialized components, asset tracking, and lifecycle management.

With its updated processes and modernized system infrastructure, the utility is now in a better position to deliver on its promise to its customers to deliver quality, reliability, and value.



Cohesive provides asset-intensive organizations with solutions that optimize business processes and information technology. Serving both public and private clients, we have established ourselves as the premier consulting and system integration firm focusing on asset, work, and supply chain management solutions.

125 TownPark Drive, Suite 240
Kennesaw, Georgia 30144

678-233-1280
www.cohesivesolutions.com

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