

# Universal Energy News

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## Keeping the Business in Balance

By BOB MCILVAIN



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Houston, TX

As our company has continued its growth, we have purposed to maintain a good balance of work in our core services and markets. Balance has to have a focal point, that everything else can relate to. That is where the term “core services and markets” comes into play. We have always maintained our services in the energy industry as our focal point, which allows the maximum possible amount of integration of our standard services from one energy market area to another.

Over time, some amount of diversification is good, because it allows you to extend your reach into new markets. This can only be done successfully by applying the logic of implementing core services into those new markets. Too much diversification, on the other hand, will put you in a position where you’re trying to do everything everywhere. Spreading yourself too thin takes away your focus and you won’t do anything well.

In the past couple of years, our most significant extension into new markets has been our Renewable Energy support; first with windpower project management, and then geothermal support, biomass startup and operations, biofuels support, gasification projects, and development support in solar and other areas. UEI keeps the Renewable Energy efforts in balance by maintaining our thermal project support. As with everything, balance requires logic, or maybe it’s the other way around.

Looking back at our Y2008 business, you’ll see how we’ve maintained a balance in markets, projects and services. In 2009, we have added more Combined Heat and Power projects, as well as increased our level of Coal project support, and of course more Renewables efforts.

Thus, we keep reaching out, but always remain within the boundaries of our core capabilities and strengths. It’s a self-imposed limitation of sorts, but our clients expect the best from us, and you just can’t be the best at what you do if you’re trying to do everything.

## Project Updates

News about selected UEI Projects, services and people.

### NYCDEP

By TOM GRAVES

*Since September 2006, UEI has been under contract to Kawasaki Gas Turbines America and Cummins Power Generation, supporting the Manhattan Pump Station Standby Power project for the New York City Department of Environmental Protection.*

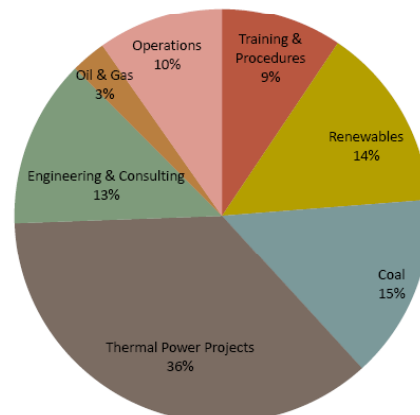
There are two components to this project for both Kawasaki and Cummins, development of the equipment O&M Manuals, and Training. The Kawasaki scope includes two M7A gas turbines as the new standby power supply to the Manhattan Pump Station. The pumping station is required to be operating full time, and the new gas turbines replace existing older standby diesel engine generator sets. Cummins provides two DQFAA blackstart diesel generator sets and all of the station switchgear associated with the blackstart units and the Kawasaki standby gas turbine generator sets.

All material has been developed in accordance with specific DEP project specifications, working in conjunction with the Owner’s Engineer. We have completed the majority of the O&M manual development, and we’re now concentrating on completing the development of training materials and performing the onsite operator training program.

## Did You Know?

UEI maintains a balanced business profile of services in several markets.

### UEI Business Activity 2008



Source: UEI LLC Financials FY2008