

Applying Production and Inventory Management Theory to Sustainable Energy Systems



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Ross School of Business University of Michigan 11/14/2011 (Revised and published online 11/29)

INFORMS 2011 Sessions on Energy

- Search in these Clusters:
 - Energy, Natural Resources and the Environment
 - Manufacturing & Service Operations Management
 - Optimization
 - Simulation
 - Computing
 - Analytics

- Service Science
- Location Analysis
- Junior Faculty Interest Group
- Tutorials

- Plenary & Keynote:
 - The Electric Industry's Coming Transformation, by James E. Rogers, Duke Energy
 - Reprise of 2011 Edelman Award-Winning Presentation, by Midwest Independent Transmission System Operator

Goal of Today's Session

- Familiarize you with the operational challenges in energy systems, focused on the new challenges brought by intermittent generation resources
- Discuss the opportunities of applying production and inventory management theory to address these challenges
- Convince you that you can (and want to) include energy sustainability in your new research directions!

Outline

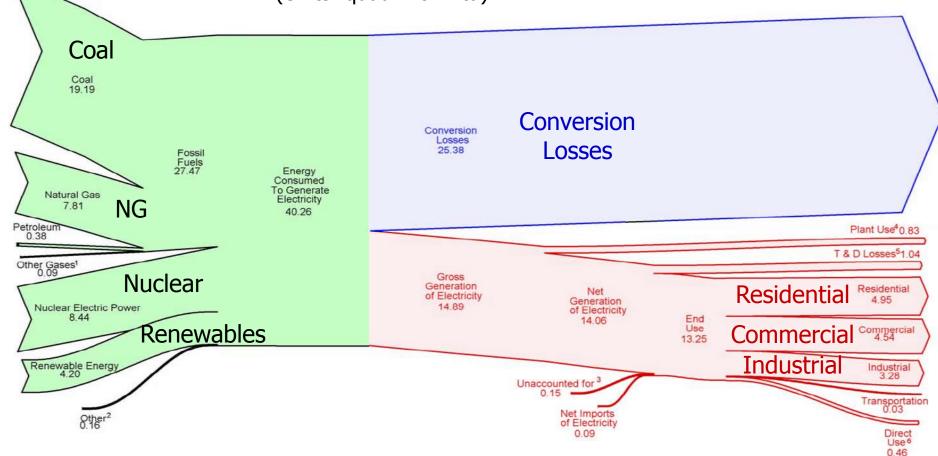
Electricity industry background and operational challenges

> Opportunities of applying OM theory to address these challenges

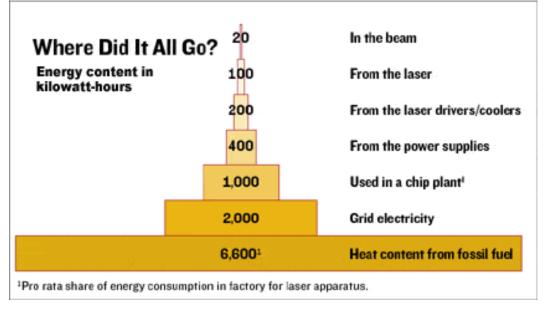
> > Examples

U.S. Electricity Flow 2010

Source: EIA Annual Energy Review 2010, p. 233 (Units: quadrillion Btu)



Energy Pyramid for a Laser Beam



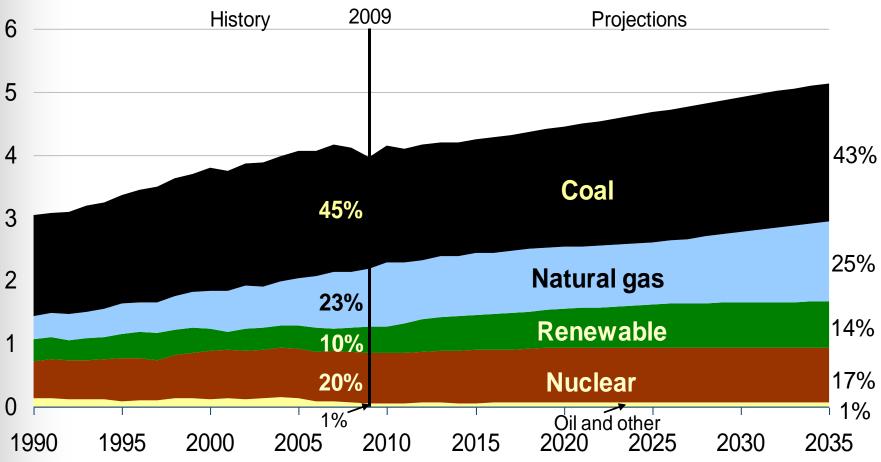
- Source: Huber. 2004. The Virtue of Waste. Forbes. http://www.forbes.com/forbes/2004/1213/116.html
- The second law of thermodynamics dictates that if the input energy is of a sufficiently low grade (a coal flame, for example), two units of it must be funneled into a machine at one end to emerge as one unit of high-grade energy at the other. That means one unit of input becomes entirely useless heat."

Heat Rate and Thermal Efficiency

- 1 KWh = 3,412.14 Btu
- Heat Rate: The amount of heat (measured in Btu) required to produce one 1 KWh of electricity.
- Thermal Efficiency = 3412.14 / Heat Rate
- Examples:
 - Coal-fired power plant: >10,000 Btu/KWh, <34 %
 - Nuclear: >10,000 Btu/KWh, <34 %</p>
 - Natural gas-fired power plant: 8,000 ~ 9,000 Btu/KWh about 40% efficiency
 - Combined cycle gas-fired plant: 7,000 Btu/KWh, ~50%
 - Cogeneration (combined heat and power, CHP) > 90%

Power Generation in the U.S.

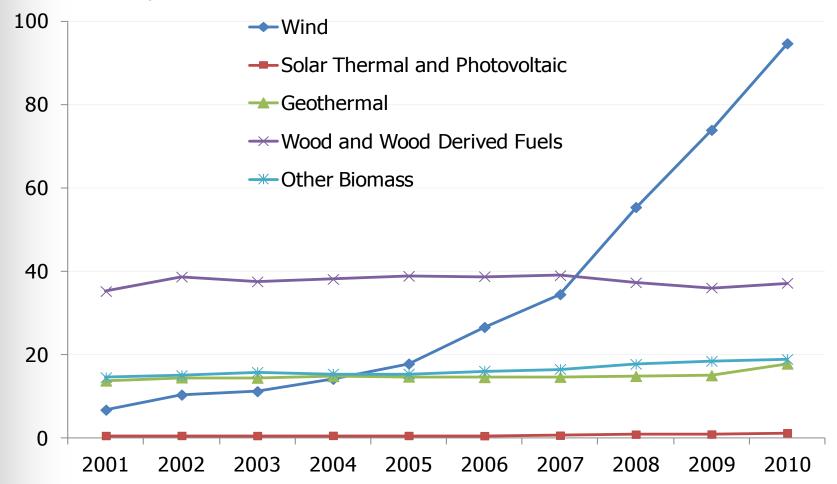
Electricity net generation (trillion kWh per year) Source: EIA – Annual Energy Outlook 2011



U.S. Renewable Energy Generation

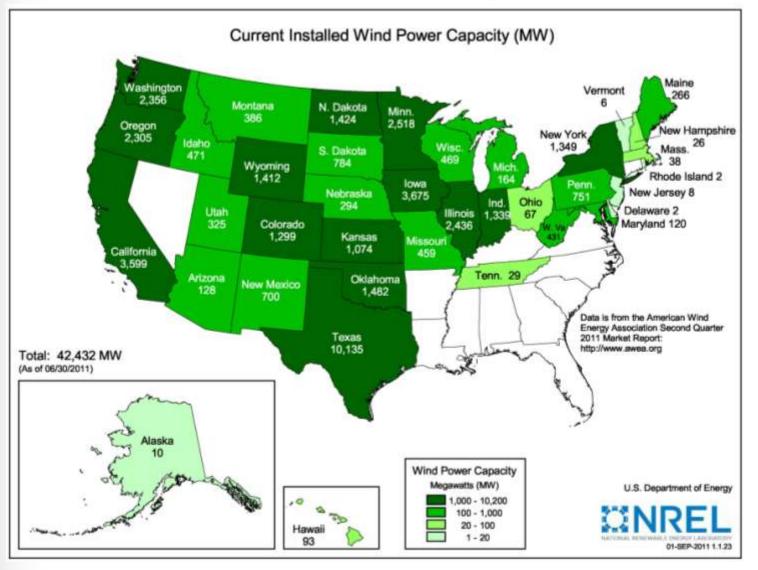
Source: EIA – Electric Power Annual, Released November 2011 (Excluding hydroelectric power)

million MWh per year

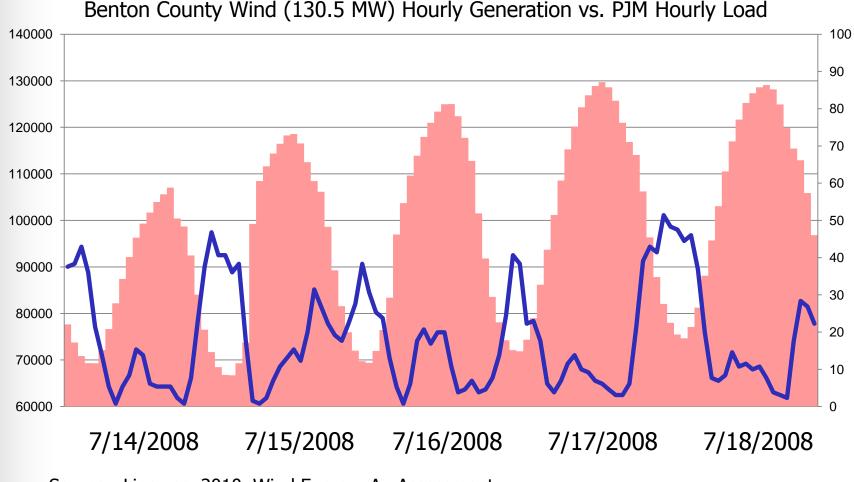


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Installed Wind Capacity 2011

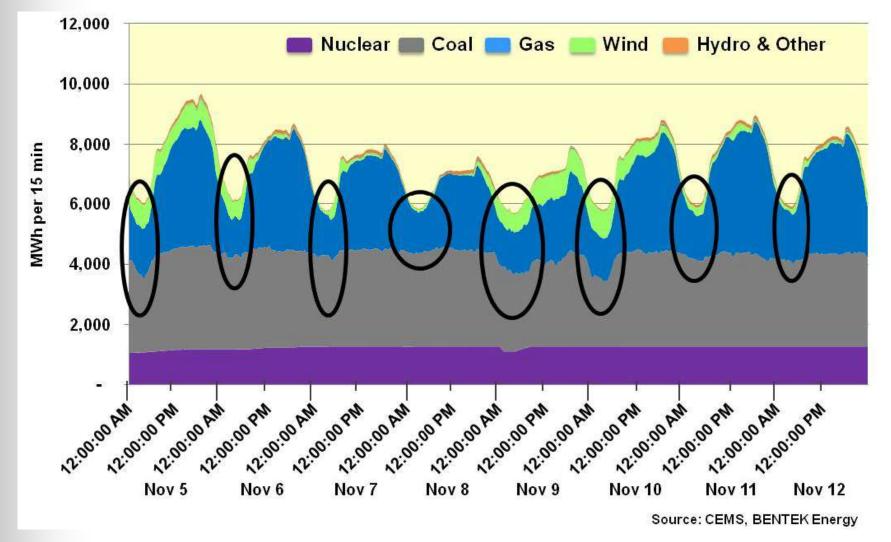


Wind Power Characteristics



Source: Linowes. 2010. Wind Energy: An Assessment. Mid-America Regulatory Conference: www.marc-conference.org/2010/

Coal and Gas Plants Are Cycled as Wind Generation Increases: Texas

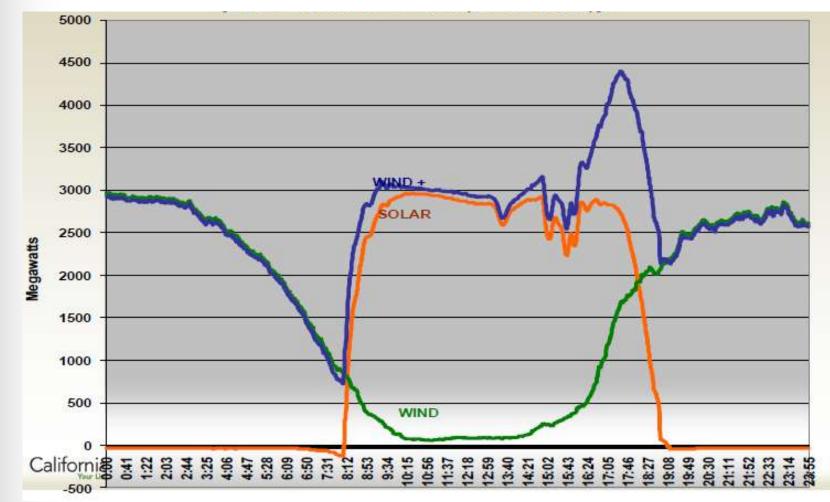


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Combined Solar and Wind

Wind and solar production in California under a 20% RPS

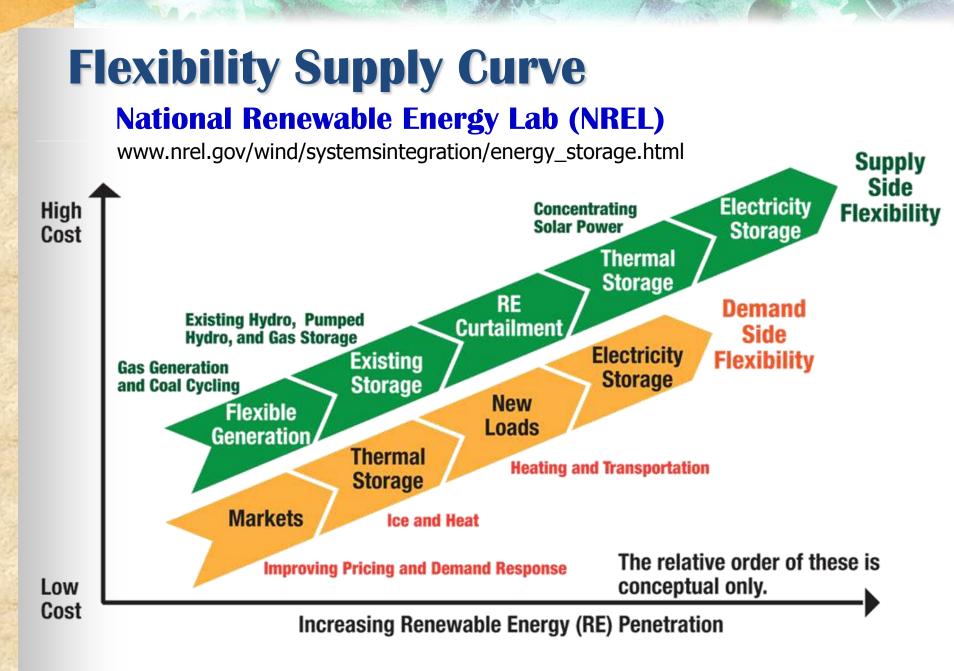
Source: ISO/RTO Council. 2010. Variable Energy Resources, System Operations and Wholesale Markets

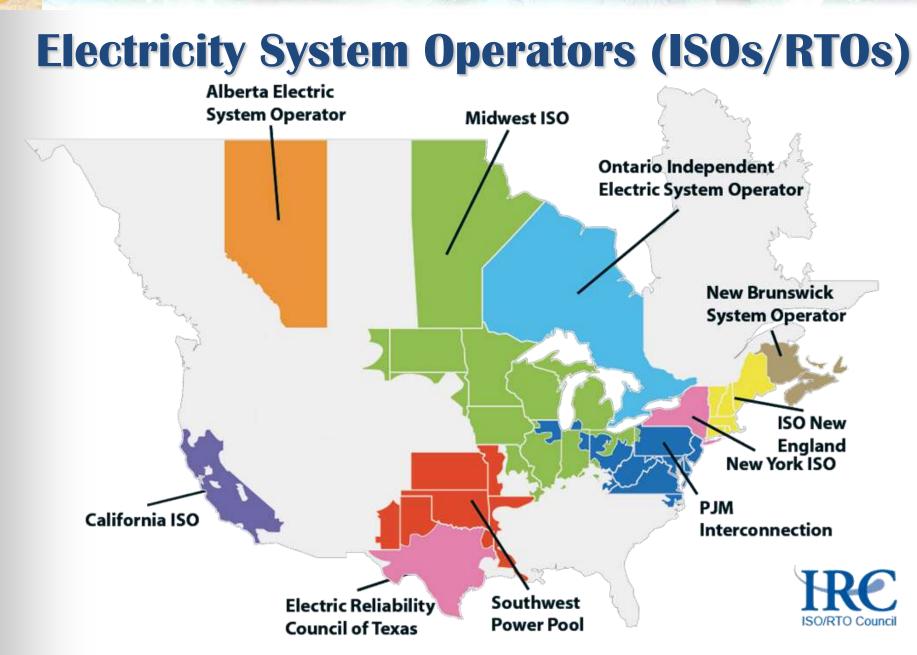


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Operational Challenges in Integrating Intermittent Generation

- Less efficient unit commitment due to forecast errors in wind production
- Increased (net) load following requirements
- Increased regulation requirements
- Increased contingency reserve requirements
- Increased frequency and magnitude of minimum generation events

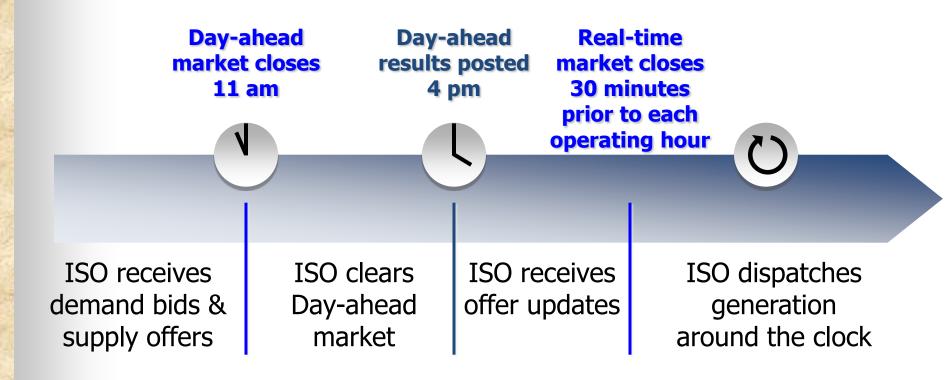




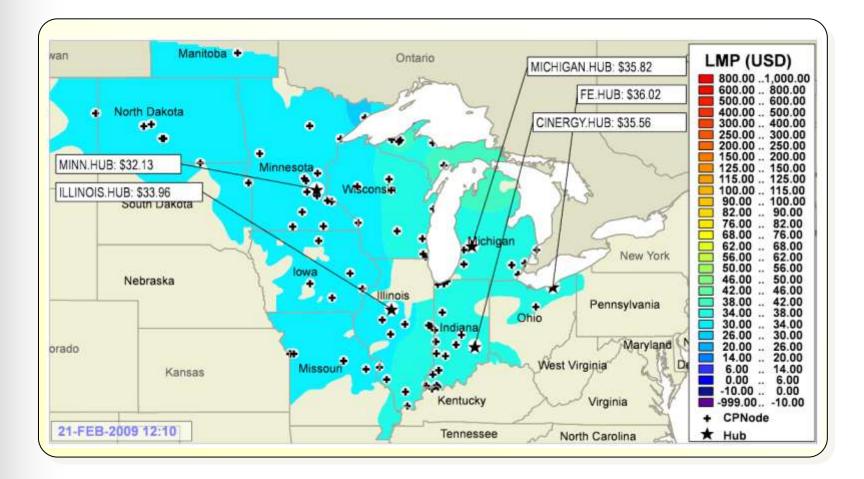
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Market Timeline

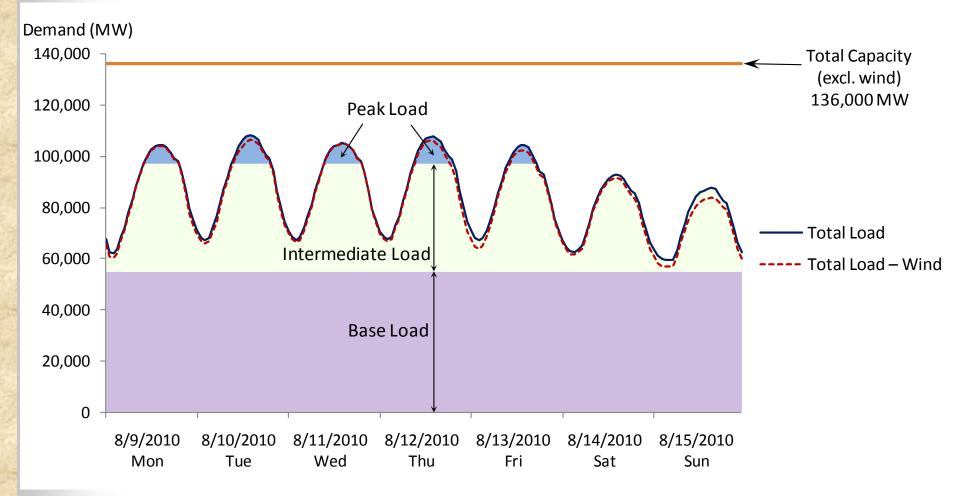
Simplified for tutorial purpose.



Locational Marginal Prices (LMP)



Balancing Supply (Generation) and Demand (Load)



Operational Challenges in Electricity Systems

- Balancing supply and demand in real time with limited storage
 - Made more difficult by intermittency
- Increased requirements on:
 - (Net) load following
 - Regulation
 - Operating reserve
- Optimal use of various levers to balance the system:
 - Flexible generation
 - Energy storage
 - Renewable energy curtailment
 - Demand response
- Transmission constraints
- Distributed generation and storage

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Outline

Electricity industry background and operational challenges

> Opportunities of applying OM theory to address these challenges

> > Examples

Similarities and Differences between Electricity Industry & Other Industries

	Electricity Industry	Other Manufacturing and Service Industries	
Goal	Matching supply with demand		
Demand Characteristics	 Predictable variations Intra-day, intra-week, intra-year seasonality Unpredictable variations 		
	Single commodity	Single or multiple products	
Supply Characteristics	Multi-mode production		
	 Baseload generation (push) Intermediate-load generation Peaking generation (pull) 	Efficient production (push)Responsive production (pull)	
	Supply variabilities		
	Plant outageIntermittent generation	Machine breakdownRandom yield	
Inventory	Store electricity in other forms: Energy conversion loss	Store goods in warehouses: Holding cost	

Similarities and Differences between Electricity Industry & Other Industries

	Electricity Industry	Other Manufacturing and Service Industries	
Scheduled production	Commit production quantity before uncertainties realize		
Unscheduled production	Contingency reserves	Alterative suppliers	
Production capacity	Capacity expansion and contraction		
	 Costly startup and shutdown of generation units 	 Costly expansion and closedown of factories 	
Transportation	 Transmission network: Zero lead time Capacity is a very long-term decision Has to obey electrical laws 	 Supply network: Often significant lead time Capacity is less difficult to adjust No electrical laws 	
Dynamic pricing	Emerging practice	Common practice	

Outline

Electricity industry background and operational challenges

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Examples

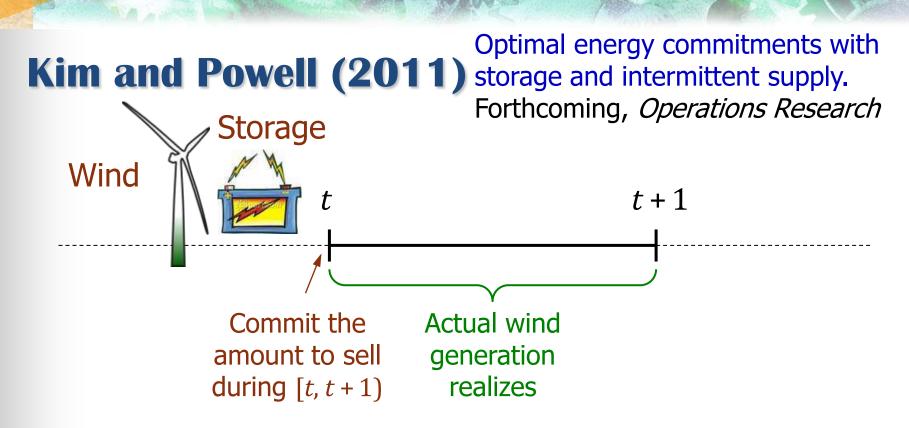
Firm level:

- Newsvendor problem
- Warehouse problem
- System level:
 - Capacity management problem
 - Network flow problem

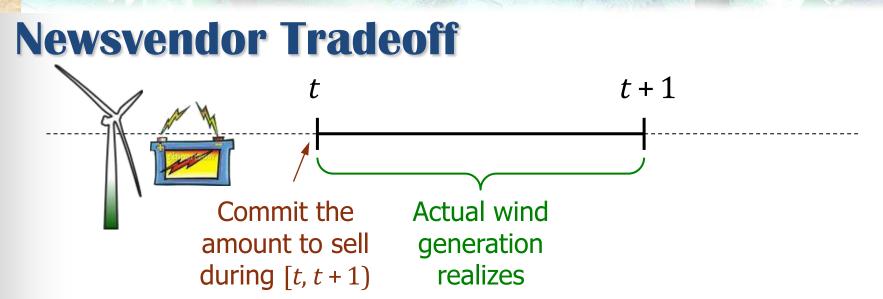
Examples

Firm level:

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- Actual wind generation > Commitment: Store excess energy (subject to the conversion loss and the storage capacity)
- Actual wind generation < Commitment: Use the stored energy (subject to the conversion loss and the stored amount)
- Actual wind generation + Storage < Commitment: Pay a penalty</p>



- Cost of over-commitment: Penalty on not meeting the committed quantity
- Cost of under-commitment: Storing energy leads to conversion loss; energy exceeding the storage capacity is lost
- Derive a close-form solution that resembles the newsvendor quantity under a set of assumptions:
 - Electricity price is mean-reverting;
 - Wind generation has a uniform distribution;
 - Assume away complicated storage physics.

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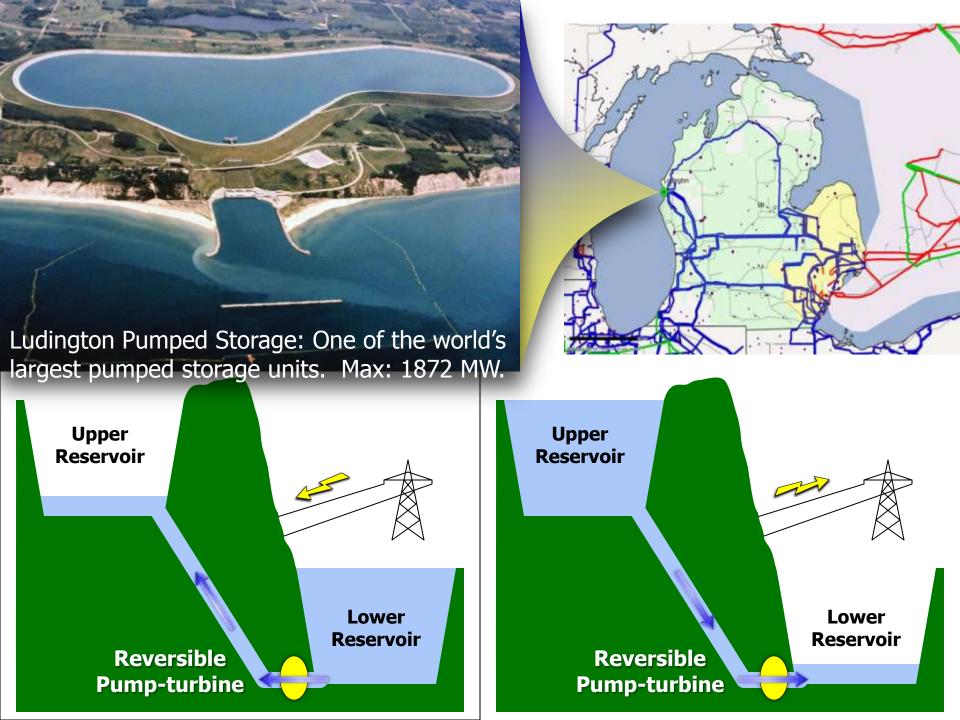
Examples

Firm level:

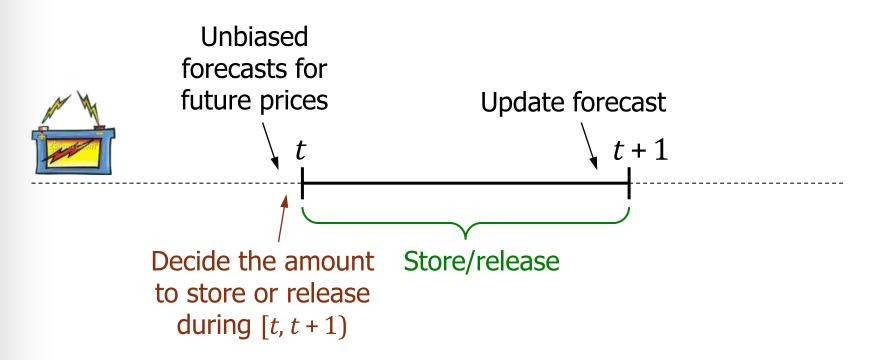
- Newsvendor problem
- Warehouse problem
- System level:
 - Capacity management problem
 - Network flow problem

Warehouse Problem

- Given a warehouse with fixed capacity and an initial inventory, under seasonal price and cost variations, what is the optimal pattern of purchasing (or production), storage and sales?
- Recent development: Secomandi (2010), Lai, Margot, Secomandi (2010), Wu, Wang, Qin (2011)
- Challenges in energy storage operations and valuation:
 - Multi-factor price process
 - The feasible range of storage input and output depends on storage level
 - Threshold level above which pumping cannot restart (hydroelectric pumped storage)



Energy Storage Problem

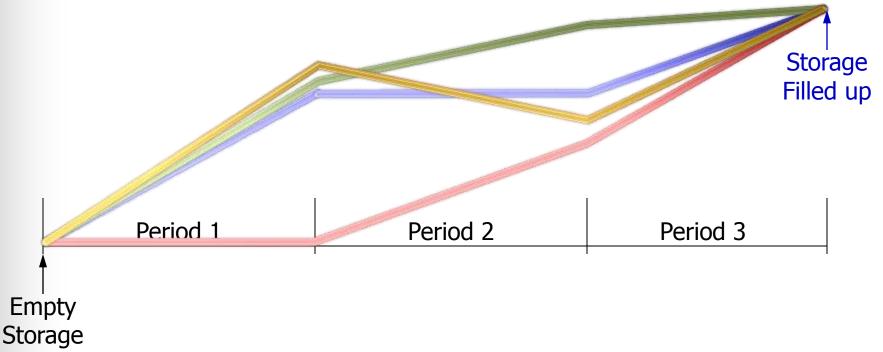


- Intrinsic policy (certainty equivalent control): Using the unbiased forecast as a deterministic input and solve a static optimization problem to generate a schedule for storing and releasing.
- Rolling Intrinsic policy: Re-optimize every period.

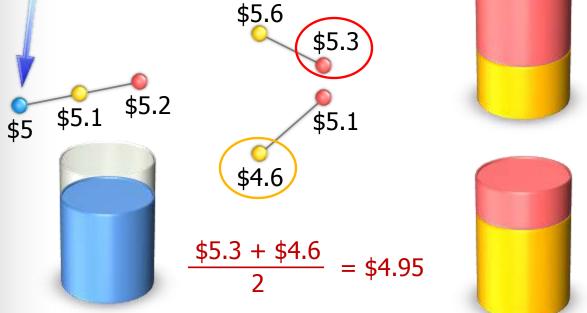
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Off-Peak Season Problem

- Given an empty storage with storing and releasing capacities, what is the optimal strategy to fill up the storage?
- To derive insights, consider three periods:



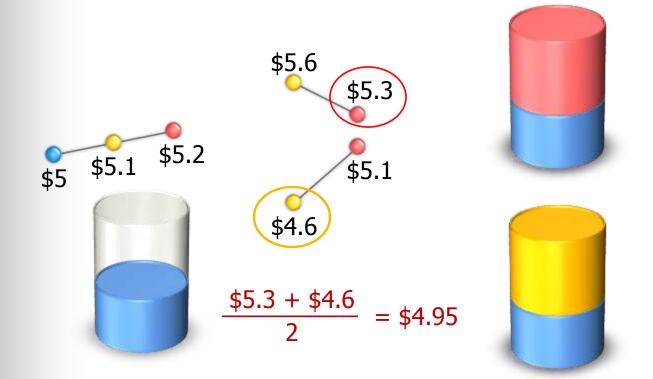
Should we buy as much as possible now ?



Minimum of two martingales is a super-martingale.Value of waiting

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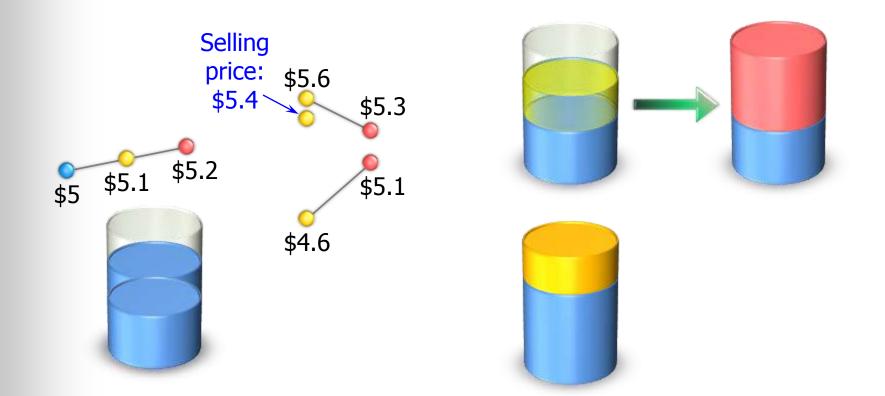
Should we do nothing but wait?



Minimum of two martingales is a super-martingale.Value of waiting

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Is there a value of not delaying ?

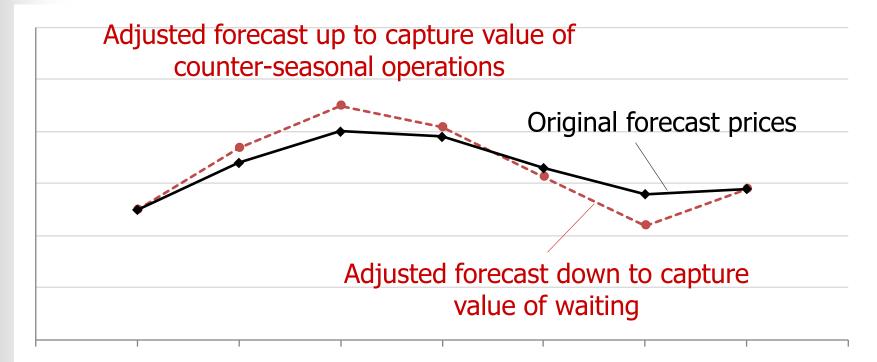


Value of counter-seasonal operations

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Forecast Adjusted Intrinsic Policy

- Step 1: Adjust forecast to reflect the option values
- Step 2: Solve deterministic optimization problem using adjusted forecast.



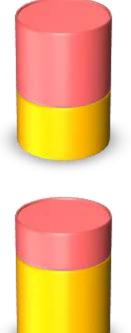
 Wu, Wang, Qin (2011) show that this policy is effective in recovering loss from the Rolling Intrinsic policy (natural gas storage setting).

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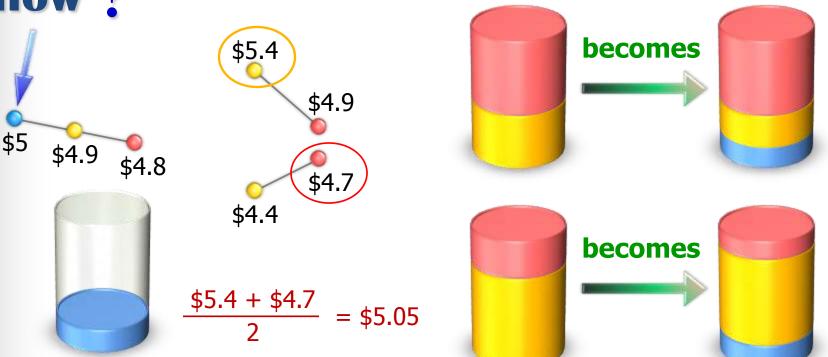
Should we buy nothing now ?



\$5



Should we buy nothing now ?



- Maximum of two martingales is a sub-martingale.
- Value of avoiding adverse price
- Similar forecast adjustment method exists

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Summary of Energy Storage Problem

- Storage technologies are advancing:
 - Compressed air energy storage, batteries, flywheels, hydrogen storage, capacitors ...
- Valuation of energy storage is crucial for the viability of future energy storage projects.
- Optimal use (store and release) of the storage are crucial for maximizing the value of storage.
- Distributed small storage vs. central large storage

Examples

Firm level:

- Newsvendor problem
- Warehouse problem
- System level:
 - Capacity management problem
 - Angelus and Porteus (2002)
 - Wu and Kapuscinski (2011)
 - Network flow problem

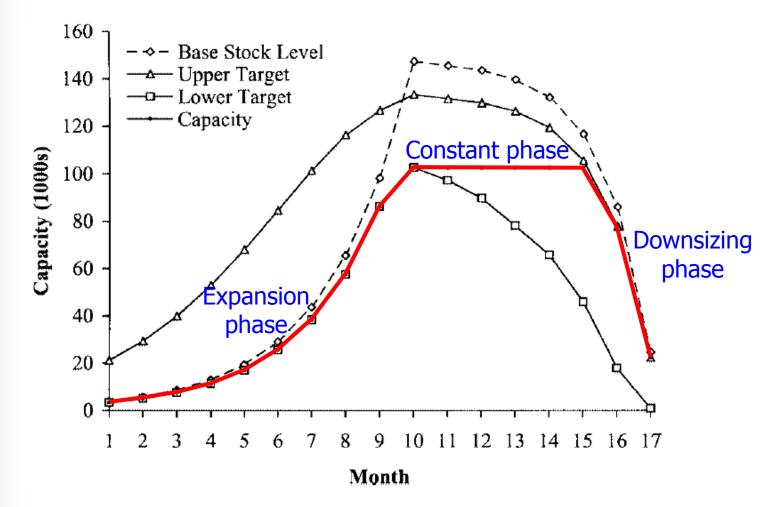
Angelus and Porteus (2002)

Simultaneous capacity and production management of short-life-cycle, produce-to-stock goods under stochastic demand, *Management Science*

- Joint decision of capacity and production under uncertain demand
- Sequence of events and costs in each period:
 - Decide new capacity level, which becomes available immediately. (Adding capacity incurs a cost; selling capacity yields a return; capacity incurs an overhead cost.)
 - Produce to stock.
 - Demand realizes. (Selling price is fixed.)
 - Unmet demand are lost with a shortage penalty; unsold units are disposed (model 1) or carried over to the next period (model 2).

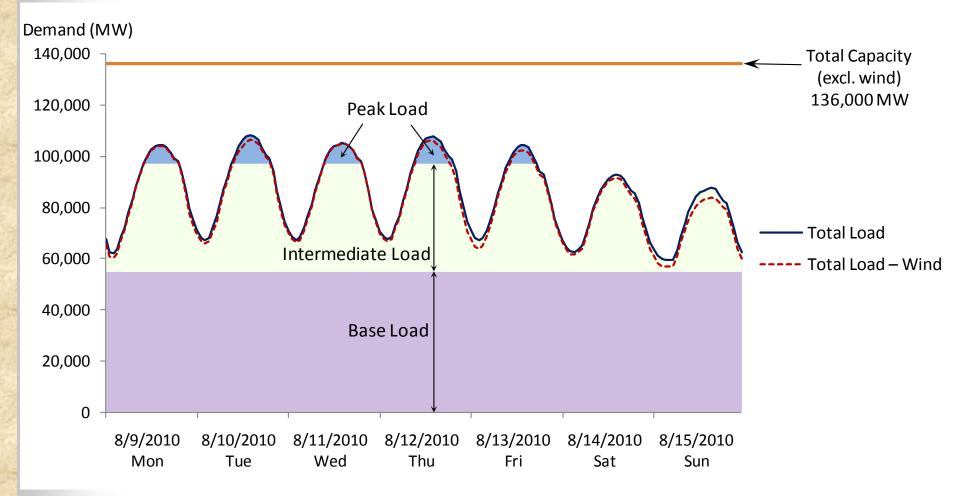
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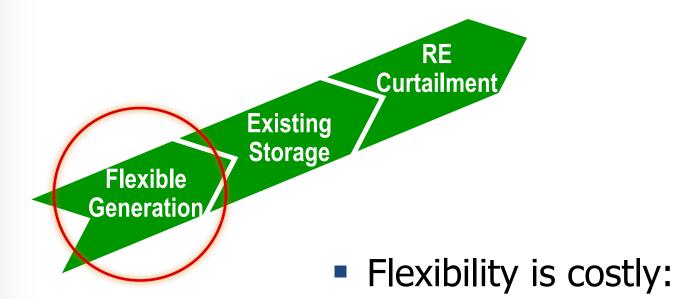


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Balancing Supply (Generation) and Demand (Load)



System Balancing Cost



- Cycling cost
- Part-load penalty
- Min-gen penalty
- Peaking premium

Cost of Flexibility: Cycling Cost

• What is it?

- The cost of fuel that must be consumed to warm up the unit and bring it to normal working conditions
- Wear and tear cost

How much is it?

- Startup of a 1000-MW natural gas combined cycle unit requires about 10,000 Mbtu. At gas price \$5 / Mbtu, it costs \$50,000 per startup, or \$50 per MW of capacity per startup.
- Startup of a 520-MW coal unit requires about 41,000 Mbtu. At coal price \$3 / Mbtu, it costs \$235 per MW of capacity per startup.

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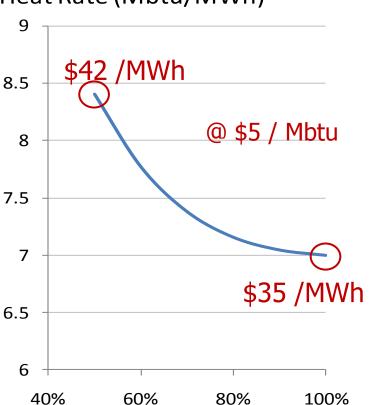
• Wear and tear cost is comparable to startup fuel cost. Owen Q. Wu. 2011. Applying Production and Inventory Management Theory to Sustainable Energy Systems © Owen Q. Wu

Cost of Flexibility: Part-Load Penalty

• What is it?

- Units with part load can be ramped up quickly to meet the demand, but operating the units at part load is less efficient.
- How much is it?
 - For a typical CCGT, the cost increases by 20% per MWh when operating at the half load.
 - Ref: Boyce (2010): Handbook for Cogeneration and Combined Cycle Power Plants
- Production cost c(q)c(q)/q decreases in q

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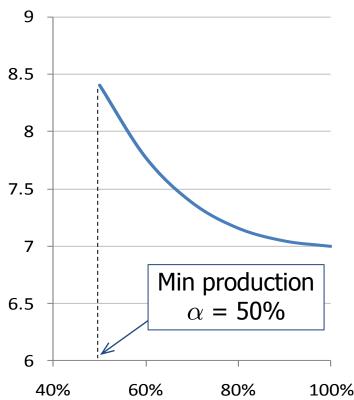
Cost of Flexibility: Min-Gen Penalty

• What is it?

 Part load cannot drop below a minimum generation (min-gen) level, otherwise extra cost is incurred to keep the unit from damage. Heat Rate (Mbtu/MWh)

How much is it?

- In practice, emergency procedures are activated when min-gen events occur.
- \$1000 / MWh for NGCC unit
 \$2000 / MWh for coal unit

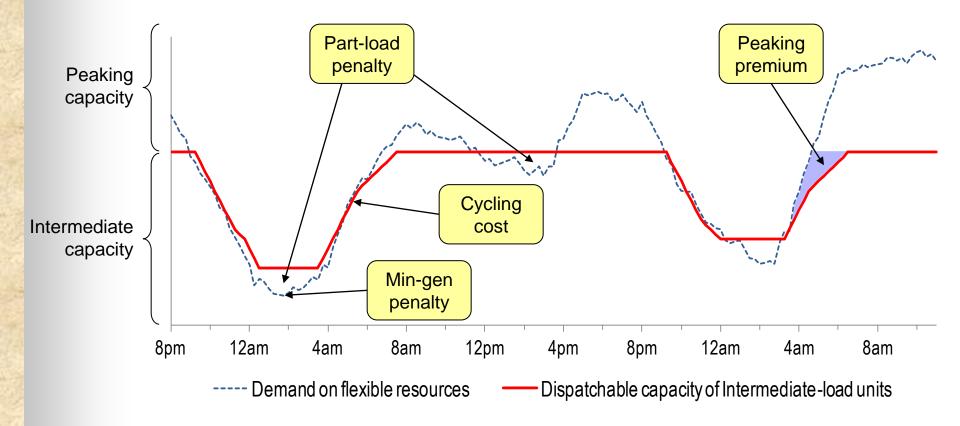


Cost of Flexibility: Peaking Premium

• What is it?

- The extra cost of using peaking units to serve demand that could not be served by intermediate-load units due to ramp limit. Peaking units are typically singlecycle gas-fired or oil-fired turbines.
- How much is it?
 - At gas price \$5/Mbtu, peaking unit production cost is about \$50 / MWh, \$15 / MWh (\$20 / MWh) more than the cost of NGCC (coal) unit at full load.

Cost of Flexibility



Similarities and Differences between Electricity Industry & Angelus and Porteus

Electricity Industry	Angelus and Porteus (2002)		
Demand stochastically rises and falls			
Repeat every 24 hours	Once		
Dispatchable capacity can be adjusted at a cost			
Intermittent generation (wind)	Fully controllable production		
Curtailment possible	No curtailment		
Peaking cost	Shortage cost		
Part-load penalty	Capacity overhead cost		
Start-up cost	Costly expansion		
Shutdown does not yield return	Contraction yields a return		
Minimum generation penalty	No minimum generation		
Store electricity in other forms: Energy conversion loss	Store goods in warehouses: Holding cost		
Takes time	Immediate		
	Demand stochastica Repeat every 24 hours Dispatchable capacity can Intermittent generation (wind) Curtailment possible Peaking cost Part-load penalty Start-up cost Shutdown does not yield return Minimum generation penalty Store electricity in other forms: Energy conversion loss		

Key Model Features: Wu and Kapuscinski (2011)

- Part-load penalty and min-gen penalty:
 ⇒ High capacity and low demand is undesirable
- Peaking premium:
 - \Rightarrow Low capacity and high demand is undesirable
- Need to match capacity with demand, but ...
 - Capacity adjustment is costly: cycling cost
 - Capacity adjustment takes time
 - Intermittent generation increases balancing costs
- Curtailment may help reducing the balancing costs.

Capacity Adjustment Model

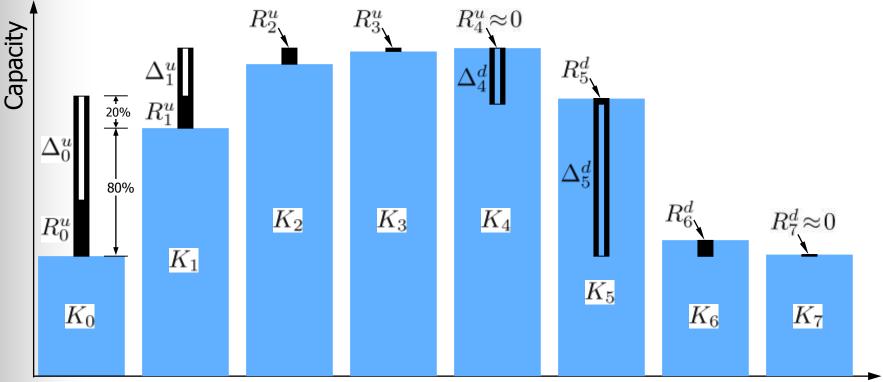
- If capacity of size Δ_t^u starts up in period t, then $\gamma^u \Delta_t^u$ will become dispatchable in period t+1.
- The remaining $(1 \gamma^u)\Delta_t^u$ is pending. In every following period, fraction γ^u of the pending capacity will become dispatchable.

• Ramping-down process is similar: Δ_t^d , γ^d

Capacity Adjustment Model

- Dispatchable capacity
 - Pending-up capacity R_t^u or pending-down capacity R_t^d
- \blacksquare Newly added pending-up Δ_t^u or pending-down capacity Δ_t^d

$$\gamma^u = 0.8$$
 $\gamma^d = 0.9$



time

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The Model without Storage

- States:
 - D_t: vector of factors driving the demand D_t (net the baseload) (e.g. weather factors, time of day, time of year)
 - W_t : vector of factors driving the wind power W_t (e.g., weather regimes, turbulences, time of day)
 - $\mathbf{K}_{t-1} = (K_{t-1}, R_{t-1}^u, R_{t-1}^d)$ dispatchable and pending capacities of intermediate-load units

Actions	Priority Dispatch	Economic Curtailment				
Capacity K_t	$n \leftarrow n$	$K_t \in [K_t^{\min}, K_t^{\max}] \begin{array}{l} K_t^{\max} = K_t^o + \gamma^u (K^I - K_{t-1} - R_{t-1}^u) \\ K_t^{\min} = K_t^o - \gamma^d (K_{t-1} - R_{t-1}^d) \end{array}$				
Production Q_t	$Q_t = (D_t - W_t)^+$	$Q_t \in [(D_t - W_t)^+, D_t]$				
Curtailment	$w_t = Q_t + W_t - D_t$					
w_t	$w_t = (W_t - D_t)^+$	$w_t \in [(W_t - D_t)^+, W_t]$				

Model for Economic Curtailment without Storage

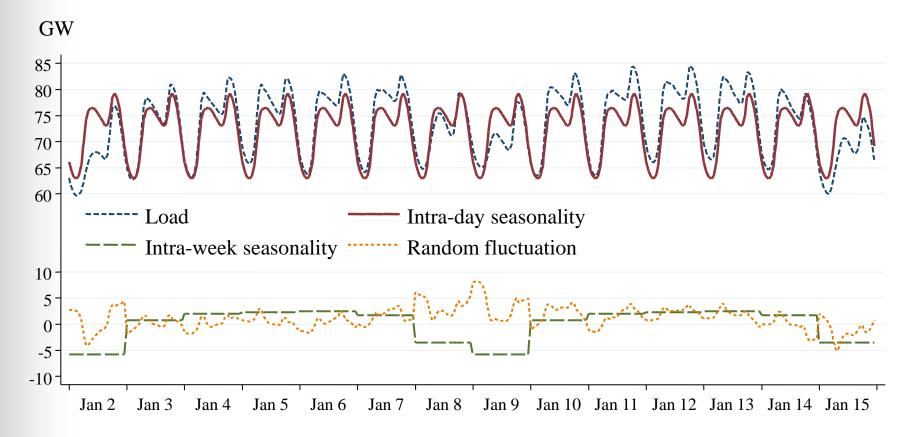
Intermediate-load units production cost $C(Q, K) = nc\left(\frac{Q}{n}\right)$ $V_t(\mathbf{D}_t, \mathbf{W}_t, \mathbf{K}_{t-1})$ $= \min_{K_t, Q_t} \left\{ C(Q_t \wedge K_t, K_t) \right\}$ $n = K/\kappa$ Peaking cost $+(Q_t-K_t)^+c^P$ Min-gen penalty $+(\alpha K_t - Q_t)^+ p$ $+\frac{(K_t - K_t^o)^+}{\gamma^u}c^s \leftarrow$ Cycling cost $+ \rho \mathsf{E}_t [V_{t+1}(\mathbf{D}_{t+1}, \mathbf{W}_{t+1}, \mathbf{K}_t)] \}$

+ $\rho \mathbf{c}_t [v_{t+1}(\mathbf{D}_{t+1}, \mathbf{w}_{t+1}, \mathbf{K}_t)] \}$

s.t. $K_t \in [K_t^{\min}, K_t^{\max}], \quad Q_t \in [(D_t - W_t)^+, D_t],$ $R_t^u = (1 - \gamma^u)R_{t-1}^u + \frac{1 - \gamma^u}{\gamma^u}(K_t - K_t^o)^+$ $R_t^d = (1 - \gamma^d)R_{t-1}^d + \frac{1 - \gamma^d}{\gamma^d}(K_t^o - K_t)^+$

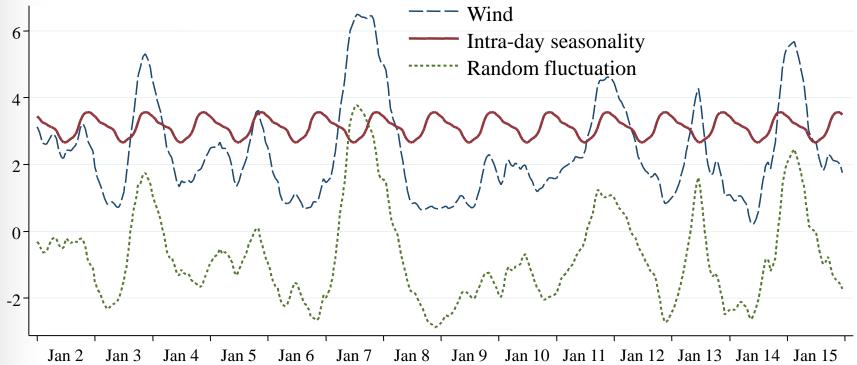
Load Decomposition

Load in Midwest ISO footprint (Data from www.midwestmarket.org)



Wind Decomposition

Wind in Midwest ISO footprint (Data from www.midwestmarket.org) GW



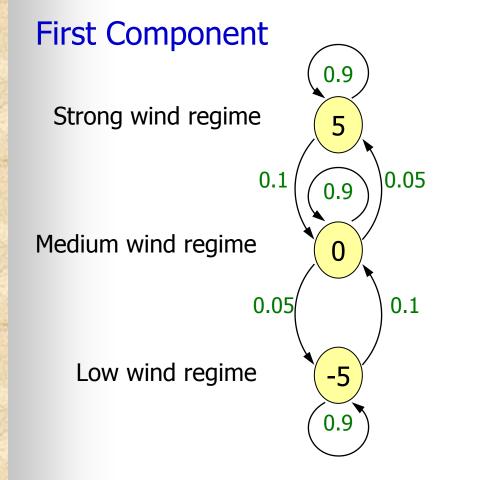
• Random fluctuation is modeled by a two-dimensional Markov model:

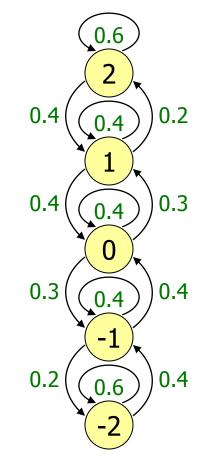
- The first Markov process models random regime switching
- The second Markov process models variations within regimes

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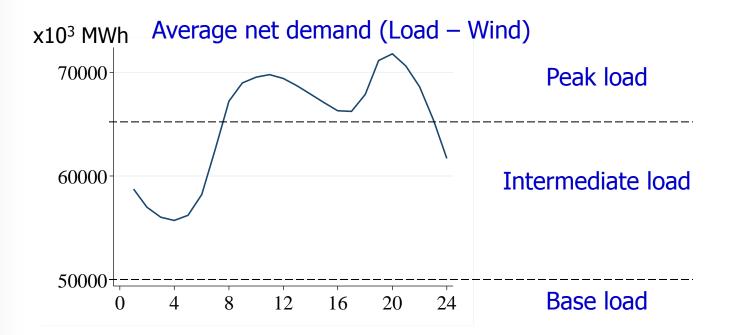
Example of Two-Factor Wind Model

Second Component





Generation Fleet Size



- Base load generation: 50,000 MW
- Intermediate capacity: 15,000 MW
- Peaking capacity: Large enough

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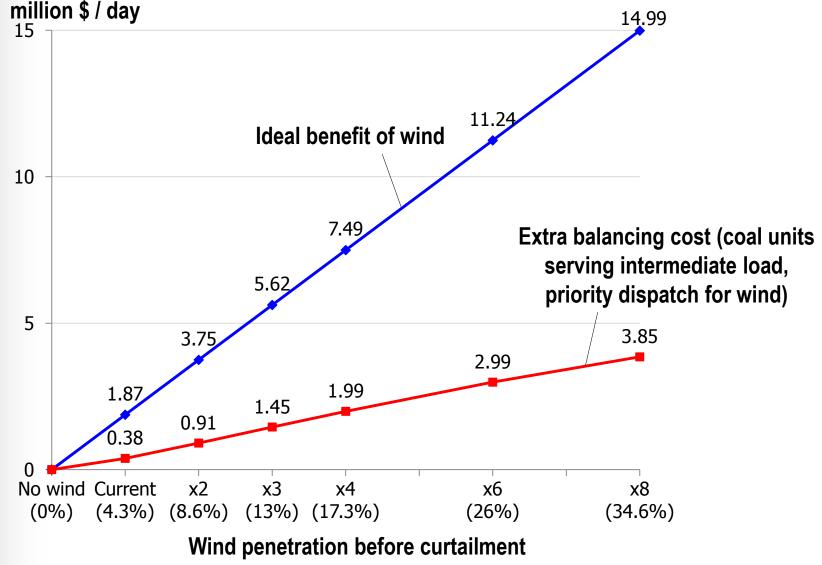
Problem Size

- 7 random load levels
- 15 random wind power levels
- 19 capacity levels for intermediate-load units implying 1,330 capacity states
- 25 storage levels
- Total number of states in each period: 7 x 15 x 1,330 x 25= 3.5 million
- 96 periods per day (24 hr x 4 periods per hr)
- Total number of states: 335 million

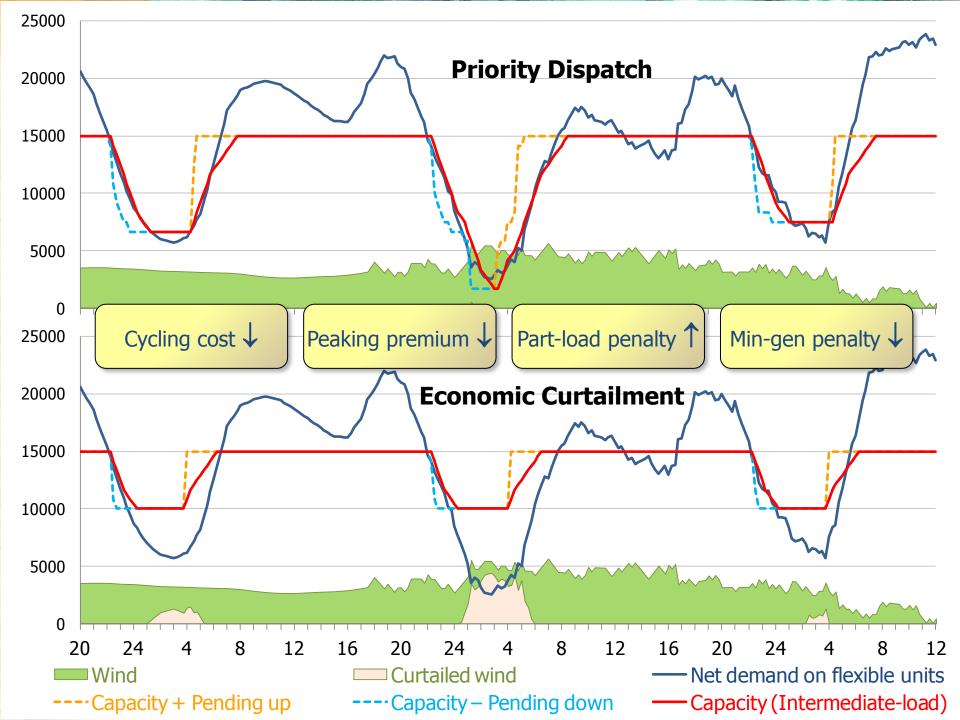
Value of Curtailment ?

When storage is absent, what drives the value of renewable energy curtailment and is this value significant?

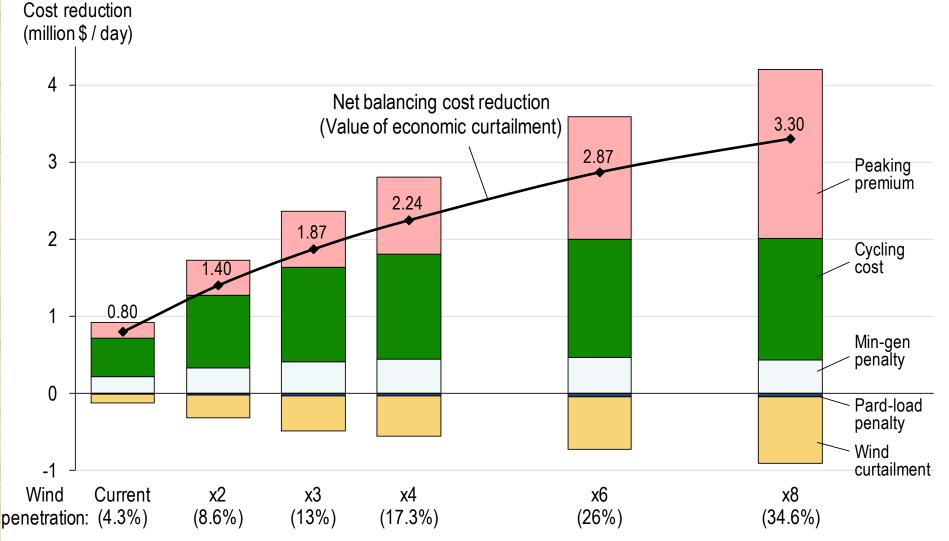
Ideal Benefit vs. Extra Balancing Cost



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Value of Economic Curtailment: Coal Units Serving Intermediate-Load



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Impact of Economic Curtailment

	Current	$\times 2$	$\times 3$	$\times 4$	$\times 6$	$\times 8$
	(4.3%)	(8.6%)	(13%)	(17.3%)	(26%)	(34.6%)
Coal units serve intermediate load:						
Extra balancing cost under PD (mil $day)$	0.38	0.91	1.45	1.99	2.99	3.85
Extra balancing cost under EC (mil $day)$	-0.42	-0.49	-0.42	-0.25	0.12	0.55
Balancing cost reduction (mil \$/day)	0.80	1.40	1.87	2.24	2.87	3.30
Curtailment under PD	0.02%	0.08%	0.15%	0.22%	0.39%	0.58%
Curtailment under EC	4.88%	6.65%	6.89%	6.04%	5.46%	5.34%
Avg. cost reduction of curtailment ($\$	219.0	142.2	123.4	128.7	125.7	115.7

- With economic curtailment, the total system balancing cost may be lower than the balancing cost of the system without wind power.
- Optimally curtailing wind power is, on average, more valuable than using the wind power to offset the fossil generation.

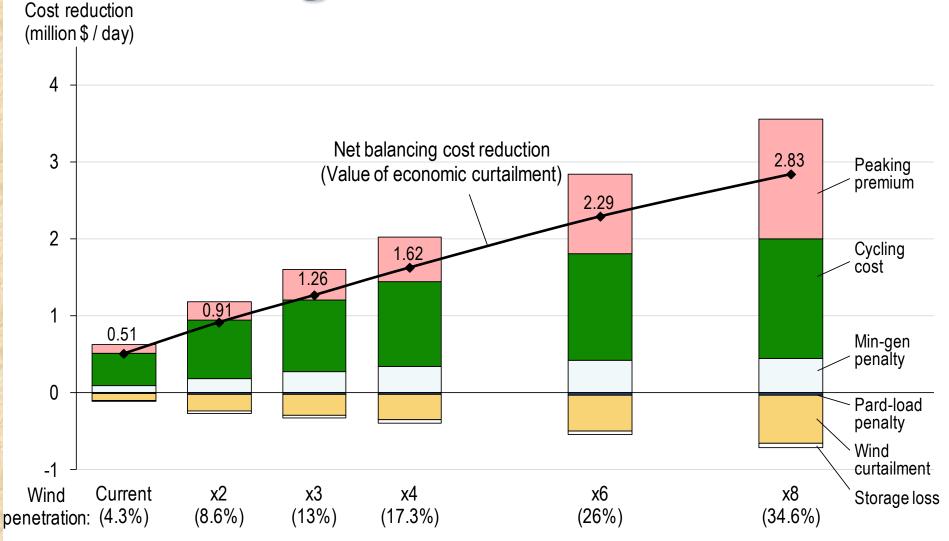
Value of Curtailment ?

- When storage is absent, what drives the value of renewable energy curtailment and is this value significant?
- When storage is present, would the storage operations significantly reduce the value of curtailment or even eliminate the need for curtailment?

Storage Model

- Storage size: 12,000 MWh
- Pumping and generation speed: 2,000 MW
- Efficiency:
 - Pumping: 80%
 - Generation: 94%
 - Round-trip: 75.2%

Value of Economic Curtailment: With Storage



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Impact of Economic Curtailment

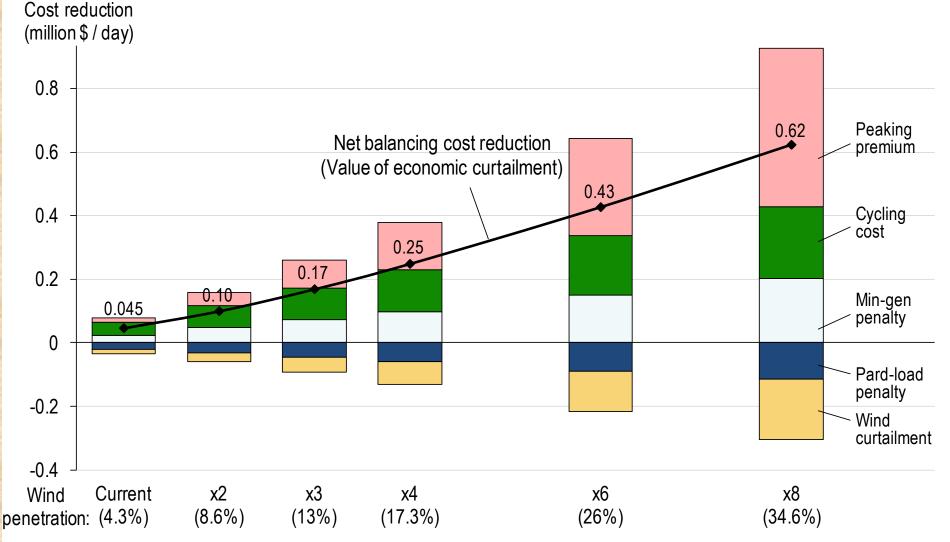
	Current	$\times 2$	$\times 3$	$\times 4$	$\times 6$	×8
With Storage	(4.3%)	(8.6%)	(13%)	(17.3%)	(26%)	(34.6%)
Coal units serve intermediate load:						
Extra balancing cost under PD (mil $day)$	0.25	0.65	1.13	1.63	2.62	3.55
Extra balancing cost under EC (mil $day)$	-0.25	-0.26	-0.14	0.003	0.34	0.72
Balancing cost reduction (mil \$/day)	0.51	0.91	1.26	1.62	2.29	2.83
Curtailment under PD	0.0003%	0.003%	0.02%	0.05%	0.15%	0.27%
Curtailment under EC	3.80%	4.84%	4.01%	3.70%	3.60%	3.73%
Avg. cost reduction of curtailment ($\$	177.9	126.0	141.0	148.5	147.4	136.5
Without Storage						
Curtailment under EC	4.88%	6.65%	6.89%	6.04%	5.46%	5.34%
Avg. cost reduction of curtailment ($\$	219.0	142.2	123.4	128.7	125.7	115.7

- Dedicating the storage to reduce curtailment may not be the best use of the storage.
- Curtailing wind power may have a higher average contribution to the cost reduction when the storage is present than if storage is absent.

Value of Curtailment ?

- When storage is absent, what drives the value of renewable energy curtailment and is this value significant?
- When storage is present, would the storage operations significantly reduce the value of curtailment or even eliminate the need for curtailment?
- How much does the flexibility of the generation resources affect the value of curtailment?

Natural Gas Combined Cycle Units Serving Intermediate-load



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Impact of Economic Curtailment

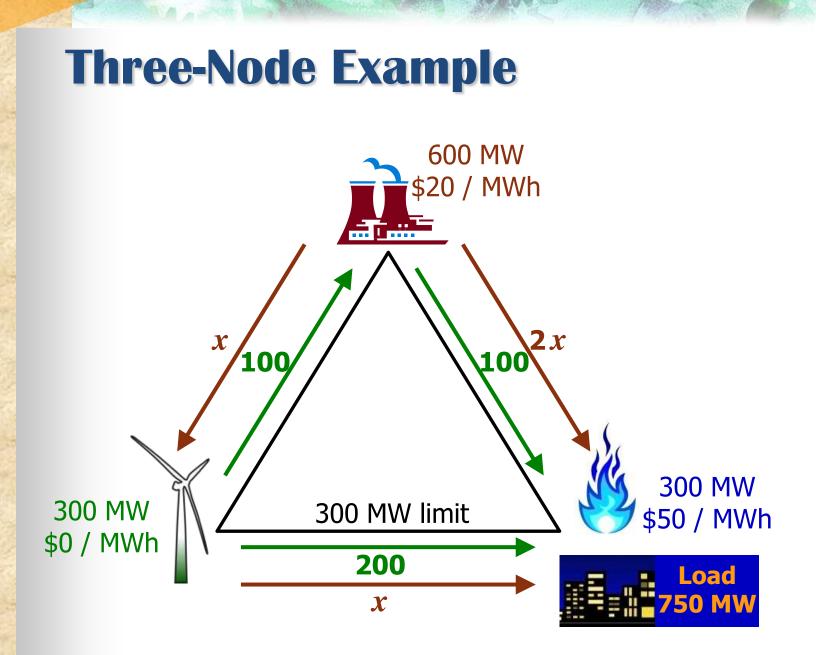
	Current	$\times 2$	$\times 3$	$\times 4$	$\times 6$	×8
	(4.3%)	(8.6%)	(13%)	(17.3%)	(26%)	(34.6%)
Coal units serve intermediate load:						
Extra balancing cost under PD (mil $day)$	0.38	0.91	1.45	1.99	2.99	3.85
Extra balancing cost under EC (mil $day)$	-0.42	-0.49	-0.42	-0.25	0.12	0.55
Balancing cost reduction (mil \$/day)	0.80	1.40	1.87	2.24	2.87	3.30
Curtailment under PD	0.02%	0.08%	0.15%	0.22%	0.39%	0.58%
Curtailment under EC	4.88%	6.65%	6.89%	6.04%	5.46%	5.34%
Avg. cost reduction of curtailment ($\$	219.0	142.2	123.4	128.7	125.7	115.7
NGCC units serve intermediate load:						
Extra balancing cost under PD (mil $day)$	0.087	0.23	0.41	0.63	1.11	1.66
Extra balancing cost under EC (mil $day)$	0.041	0.13	0.25	0.38	0.69	1.04
Balancing cost reduction (mil \$/day)	0.045	0.10	0.17	0.25	0.43	0.62
Curtailment under PD	0.02%	0.08%	0.15%	0.22%	0.39%	0.58%
Curtailment under EC	0.47%	0.59%	0.74%	0.89%	1.20%	1.49%
Avg. cost reduction of curtailment ($\$	134.5	128.5	126.0	122.7	117.5	114.3

Examples

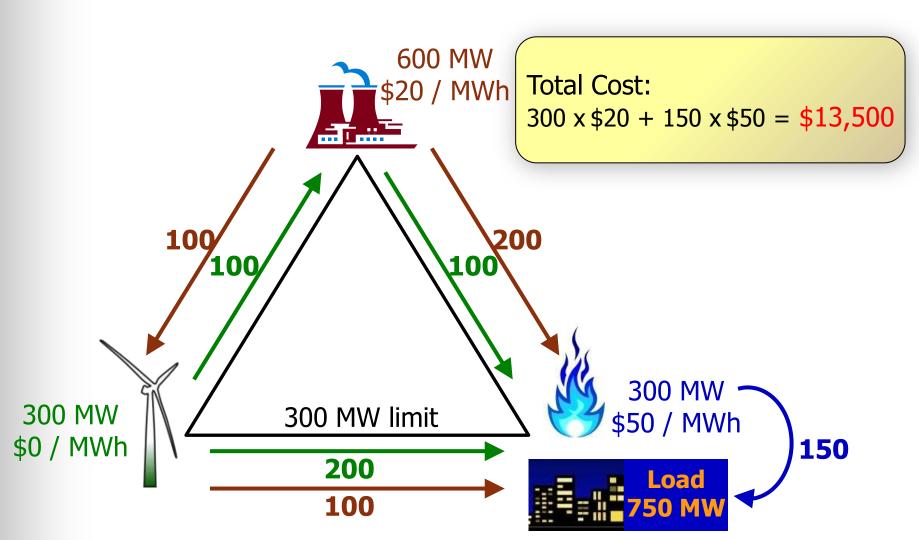
Firm level:

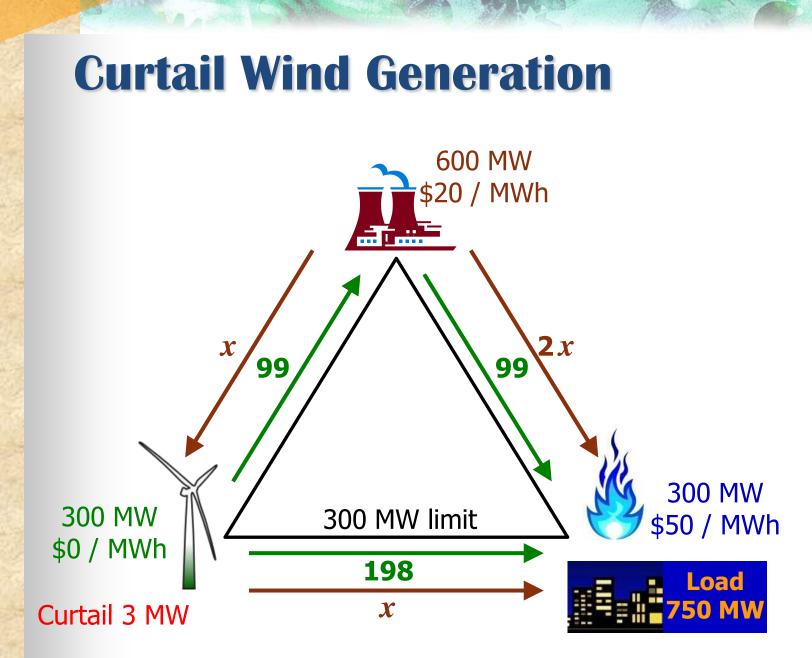
- Newsvendor problem
- Warehouse problem
- System level:
 - Capacity management problem
 - Network flow problem

Based on Ela (2009): Using economics to determine the efficient curtailment of wind energy, Technical Report, National Renewable Energy Laboratory



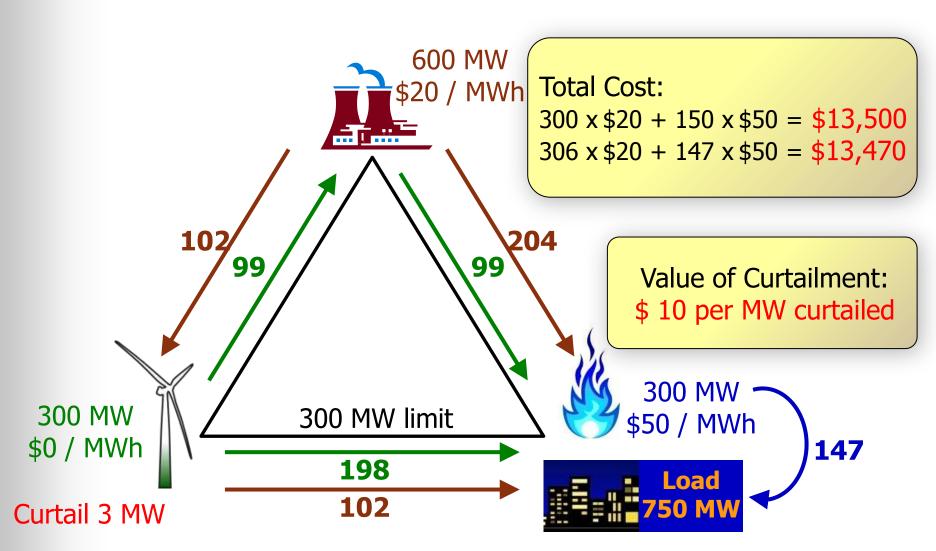
Three-Node Example





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Curtail Wind Generation

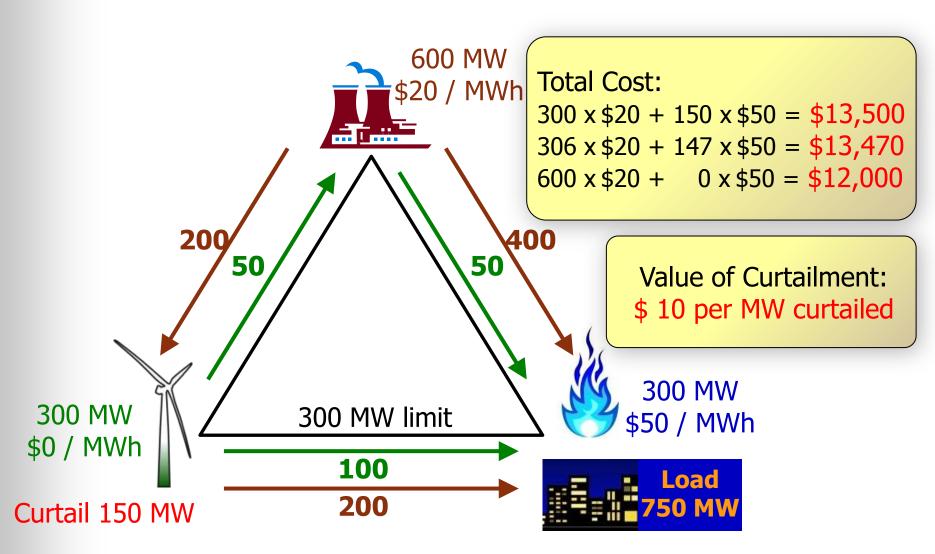


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Optimal Curtailment 600 MW \$20 / MWh x $\mathbf{2}x$ 50 50 300 MW 300 MW 300 MW limit \$50 / MWh \$0 / MWh 100 Load x Curtail 150 MW

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Optimal Curtailment



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Summary of Three-Node Electrical Network Problem

- Electrical laws
- Transmission constraint
- Negative nodal price
- Value of economic curtailment

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 - Ela, E. 2009. Using economics to determine the efficient curtailment of wind energy. Technical Report, National Renewable Energy Laboratory.
- Dynamic pricing:
 - Adelman, D. and C. Uckun. 2011. Dynamic electricity pricing for smart homes.

* This reference list is for tutorial purpose and does not represent the comprehensive literature.

Energy Sustainability also Includes Conversion, Use, and Disposal Phases

- Principle of Life Cycle Assessment
- Moving towards energy sustainability requires:
 - Changes in the way energy is supplied
 - Renewable sources
 - Efficient means of converting energy
 - Changes in the way energy it is used
 - Efficient means of **utilizing** energy
 - Changes in the way of **disposing** energy equipments
 - Batteries and other storage devices



Applying Production and Inventory Management Theory to Sustainable Energy Systems



Thank You!