

Columbia Generating Station Fiscal Year 2009 Business Plan

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Ohie Dewitt Kevin Lawrence Dickerson Mark Dickson J Dobson Rick Dobson Curtis Docken Jr Robyn Dodge Mark Domarotski Daniel Dotson Pamela Doughty Diane Draper Roy Drassal Stephen Dugan Veena Duggal John Duggan Elmer Dumlao Marcia Duncan Marsha Eades Lyle Eckman Glenn Brandon Eissens Loyd Ekstrand Kenneth Elliott Patrick Ellsworth Jedidiah LN Erlich James Engbretson Angela Enghardt Steven English Thomas Erwin William Estes Clifton Eyre Roger Fairchild Gregory Fanning Sandra Farnsworth Philip Farwell John Fellman Marcus Raquel Fernald Michael Ferry Alana Feuerborn Finkbeiner-Selzer Corrine Fisher Emil Fisher James Dyana Fleming Michael Fleming Joseph Flerchinger Joe Flood Isaac Flores Stephen Fordham Charles Fowler Raul Fragozo Jr Timothy Frank Eric Franke John Frederick Donald Freeman Donald Freeman Jr Judy Fritz Charles Fryberger Margaret Fulks Jacque Fuller Rolly Fuller Andrew Furlong Wayne Galgdan Richard Garcia Jeffrey Gardiner Benjamin Garrity Robin Gauerke James Gaukroger Jerome Geer David Chuman Michael Gibson Darrin Giles Elizabeth Gibbs Ryan Gillard Martin Gilley Erin Gillmore Mark Glom Johnson Walter Johnson III Amber Jones Brian Jones Joshua Jones Terri Jones Richard Jordal Gilmar Jorge William Jude David Kania Steven Katochner Bernice Kasko Scott Kasko Emily Kautzarah John Keith Marian Kallet Timothy Kelly Michael Kennedy Colleen Kerr Jack Kerr James Kerr Verle Keszler Vijay Khandekar Bilal Khayatt William Kiel David Kietzman Luanne Kimble Karen Kimbler Carl King Daniel King Kathy King Timothy King Michael Kinmark Jeffrey Klatt Nicholas Klaven Gary Kneeland Engel Knibbe Jennifer Knighten Gregory Knudson David Kobus John Kohlmier Louis Koster Dean Kovacs Kathleen Kraemer Cary Kresse Thomas Krueger John Kuffel Ernest Kuhn William LaFramboise John LaSalle Jimmie Lakey Michael Lambel Ronald Lamotte Joy Landeene Brad Lane David Larkin Neal Larsen Jeffrey Larson John Latta Michael Laudisio Erwin Laureano Christopher Laws Huong Le Brandon Leander James Lee Joseph Lee James Leingang James Leiren Robert Lemon Juan Lemos Vincent Leonard Jr Milton Letourneau Jennifer Lettau Ralph Lettau Robert Levey Jr Jerry Lewis Pamela Lewis-Hallman Wallace Lien Jr Roy Lightfoot David Likens Brandon Lilly Pattie Lilly Darren Lindsley Timothy Lindsley David Linnesman Sr Bryce Linville Greg Lisle Mei-Ying Liu Robert Lloyd Claudia Lofstrom Jeffery Lomax Leo Long Randy Long Russell Long John Looker Johnny Lopez Jr Jessica Loveloy John Loveloy Jr Donaciano Lozano Kathleen Lucas Jeremy Lundquist Anne Luo Jeffrey Lux Thomas Lynch William Lynch Ryoji Lynde Clay Madden David Madden Jessica Magill Brenda Magill-Cook Dennis Maley Tina Maltos Daljait Mand Charles Mandis Joy Mangold Jeanne Manion Robert Manion Steven Manolopoulos Linda Mar Julie Marboe Juan Marin Bradford Markland Esequiel Maranon Matthew Marquez Joseph Marston James Martens Thomas Martens Jr Kathy Martin Sandra Martin Rudy Martinez Michael Massey Darin Matthews Cayle Maxwell Christopher Maxwell Edward Maxwell John May Larry Mayne Donna McCauley David McClain Gordon McCleary Jr Wendy McCue David McCullough Charles McDonald Craig McDonald Stephen McDonald Matthew McElroy Randy McFarland Karen McGahey Gerald McHenry Barry McInturff Janine McKeever Michael McKeever Matt McKinnon Michael McLain Eugene McLaughlin Jr Leon McLouth Janna McMahan Thomas McMahon Heather McMurdo Troy McNabb Stephen McNutt Robert McQuoid Jeremy Mead Terry Meade David Me Kent Meeker LeRoy Mehling Jose Mejia Juan Melendrez Sabrina Melendrez Donald Merhar Lawrence Merks Beverly Merrill Timothy Mestford Scott Metzger Colleen Meyers Richard Meyers Byron Miller G Mitchell Miller Gary Miller Michael Mills Denise Mills Patricia Miner William Miner Jr Carl Minor Dennis Mitchell Scott Mitchell Julia Mond David Montgomery Dean Montgomery James Moon Jr Curtis Moore Ronald Moore Yvette Moore Thomas Morales John Morgan Christopher Morris Daniel Morris Robert Morris Larry Morrison Roswitha Morse Abas Mostala Albert Mouncer Ryan Moxley Gary Moyer Scott Mulkey Daniel Munder Aurelio Munoz Jr Charles Murphy Marie Murphy Zanaida Myers Samuel Nappi Charles Nash Jr Nora Nault Mark Naulty Jesse Navarrete Doran Nealon Julie Nearing Edwin Neasham Duane Neely Theresa Neidhold Georgia Nelson Joel Nelson Lacey Nelson Randy Nelson Elisa Nguyen Mike Nicholls Ricky Nielsen Robert Nielson Scott Noga Thomas Noga George Noggles Brenda Nordhaus Christopher Nordhaus Tracy Norton Terry Northstrom Eric Norton Gonzalo Nunez Pablo Nunez Sylvester Nunez David Nylander Scott O'Connor Richard O'Malley Ryan Oakes James Oakley Yvonne Oaks Dwendell Oaks Harold Odahlen Henry Ogryzek Gerald Orth Corey Olivier Neil Olivier Michael Olson Richard Olson Richard Olson Rochelle Olson Sundy Oltjenbruns Consolacion Orbeta David Orcutt Kendal Orona Samuel Orona Gilbert Orosco Jim Orosco Debra Orvis Marcella Ostrom Le Oswald Debra Overcash Kevin Overton Arnold Owens Paul Owens W Scott Oxenford Reisa Ozanich Michael Ozuna John Pace Jerry Paetel Lynne Pagel Mark Painter Craig Parker Robert Parker Todd Parker Robert Parmelee Linda Parrella Joseph Parrish Ora Patton Scott Payne Bruce Pease Lowell Peck James Pedro Robert Peek Jr William Penwell Jimmy Perez Noel Perrault Jefferson Person Benjamin Pesek Alan Peterman Jocelyn Peterman Holly Petersen John Peterson Maurice Peterson Richard Peterson Michael Pezzetti Trevor Phelps Heath Phillips Jack Pierce Amanda Pierson Darrell Pipkins Jennifer Platt Denise Poirier Jerald Poorman Daniel Porter Kenneth Pove Bradford Powell Robert Powell Timothy Powell Jeffrey Powers Terry Powers Maryann Poznanski Scott Praetorius Mark Pratt James Prescott Randall Prewood Michael Price Norman Price Randy Price Edward Pruitick Kathy Quaintance Donald Queen Paula Raabe Angel Rains Donald Rambo Douglas Ramey Ernesto Ramos George Ramos Raj Rana Thaliyadath Ravindrana Carl Raymond James Redwine John Reed Mark Reed Terry Reese Matthew Reid Mark Reis Stephen Rejniak Joseph RENEVIZ Anita Repko Robert Reynolds Charissa Rhodes David Rhodes Robert Rhodes Linda Rice Mark Rice Jamey Rich Danny Richardson George Richmond Nancy Richmond Steven Richter Bill Ridenour Brent Ridge David Ridgley II Steven Riley Kenneth Rinear Kathryn Roberts Sallie Roberts Todd Roberts Carlos Roberto Roberto Torres John Torrey John Tousek II William Trudell Chad Tschida Eddie Tubbs Romeo Tudor Douglas Twishus John Twomey Lawrence Umthun Richard Unser Scott Urban Bihari Vatsnavi Benito Valdez Melissa Valdez James Valdez Peter Valinske Philip Vandoren Emma Vaughn Mark Vickerman Joseph Vilia Andrea Villarreal April Villarreal Quoc Vo Melissa Vodney Desiree Vogel Peter Voordepoorte Robert Vopatenski Oudone Voraphaychith Jennifer Votaw Matthew Vucalick Jeffrey Waddell Roger Wageman Jack Waggoner Michael Wagner Russell Wagner Reginald Wainwright Jeffrey Walker Linda Walker Thomas Walker Lori Walli Ronald Walton Russell Walton Jr Michael Ward Richard Warnick Gary Waters John Watson Brian Watt Joshua Watt Cynthia Way George Weagant Richard Weaver Alvin Webb Jr Kenneth Webb Michael Webb David Weber John Weers Paul Weidert Donald Welch Gary Welch Richard Welch Stephen Welsfry Janet Wendland Dennis Werlau Gary Westergard Mark Westergren Matthew Weyh Cara Wheeler Kathleen Whelan Cheryl Whitcomb Ronald Wild Loren Wikstrand Jane Wilfinger William Wilfinger Robert Willer Gordon Williams Rodney Williams Michael Willm John Jeffrey Windham Larry Wingle William Winters Adria Witt Craig Witte Nicholas Woehle Theodore Wolf Denise Wolfram John Wolfram Richard Wolfram Arthur Wood Jill Wood Scott Wood Tammy Wood Henry Woodruff Michael Woodruff Levi Woods Michael Woods Raymond Woods Gary Wooley Linda Wooley Douglas Worthington Janet Worthington Steven Wuruba Dongmei Xu Donald Yerlan Justin Young Mark Young Mary Young Betsy Yule Robert Yule Yui-Ching Yung Jose Zamora Richard Zanders James Zatarack Carl Zeamer Paul Ziemer Neil Zimmerman James Zimmerschied Clay Zlatnik Paul Zylinski



Daniel Henderson Gary Hendrick Lawrence Henifin Gilbert Henjum Jeffrey Hennessey Harvey Henry Richard Hermann Jose Hernandez Paul Herod Arlen Herrington Thomas Hesch Johnathan Hicks Aaron Hill Mark Hill David Hiller Steven Hirai Bruce Ho Louis Ho Monica Ho Thiec Hoang Steven Hoegh Ronald Hoque Gregory Holbron Nathan Holman David Holick David Holland John Holland Michael Holle Catherine Hollis Kathy Holloway Kevin Holloway Leslie Holman David Holmes Leroy Holt Lawrence Homer Lyle Homer Paul Homer Jack Hoskins Zachary Houghton Bradley Howard Susan Howell Brian Hoyle Thomas Hoyle Jeffrey Huber Kevin Huber Mathew Huber Maximo Huerta Donald Hughes Jr Jacob Hughes Karen Hughes Bruce Hugo Michael Huitt Jr Matthew Humber Michael Humphreys Rick Hunter Mark Huntsman Kristena Huston Christopher Hutchinson James Hysjulien Scott Immele Chris Indall Brenda Ingalls Robert Inman Paul Iserra John Ivan Daniel Ivey Efraim Izaguirre Donald Jacobson Jr Debra James Richard James Joe Jamagin Bradley Jenkins 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A message from the Chief Nuclear Officer



*Dale Atkinson
Vice President
Nuclear Generation and Chief Nuclear Officer*

There is much talk in the world of a nuclear renaissance. While Energy Northwest supports evaluations by decision makers in the Northwest, our responsibility at Columbia Generating Station is to focus on the safe, reliable and cost-effective operation of our amazing power plant. We have the support to make the long-term investment in the facility as reflected in the 10-year Long-Range Plan. Fiscal year 2009 includes the second of three consecutive large outages to prepare Columbia to replace the main condenser and operate through the year 2043 and beyond. In addition to, the equipment improvements, we will need to continue our staff development and retention efforts to both improve ourselves and to minimize staff losses to an industry hungry for quality personnel.

During the past year Columbia has focused on Human Performance, Equipment Reliability and Dose Reduction. The results of this focus and your hard work are a significantly improved human performance event rate, the lowest maintenance backlog in our history and an improving trend in cumulative on-line dose at the plant. All of this was achieved while making repairs due to significant wind damage, completing the last dry fuel storage campaign until 2014 and gaining a new level of predictability and cost control at Columbia. However, there are still significant performance gaps including industrial safety and actual dose when compared to our peers. These two areas require the support of all of us.

For fiscal year 2009, we will continue to work on the same three focus areas: Human Performance, Equipment Reliability and Dose Reduction. We will coordinate our efforts with the Trek 2 Excellence campaign. We need to identify our gaps to excellence and accelerate the drive forward to make gains on an always improving industry. We have a large refueling outage in 2009. We have an obligation to complete this outage safely, with high quality, on schedule, and under budget. We have staked our reputation within the region on our promises to use the region's resources wisely. Consequently, there will be additional attention given to outage preparation and execution and to efficiency improvements to support both on-line and outage work execution.

The industry has seen problems with both security and emergency planning. Fortunately, our performance in these areas have been good and I compliment both of these organizations, as well as the myriad of folks across the site and region involved in the execution of these functions. We need to recognize the importance of these functions to the safe and reliable operation of Columbia. Additional support and attention will be provided to meet and exceed the ever increasing expectations for performance in these areas.

I have watched all of us at Columbia coalesce into a strong team and strong teams do not allow any team member to fail. Rather, common goals are established and achieved. For all of us at Columbia, those goals are reflected and managed through the Trek 2 Excellence. **Everyone is expected to understand their personal contribution to these improvement efforts. Your continued support is critical to the success of all of us. I have great confidence in both our ability and commitment to achieve excellence!**

Thank you,

A handwritten signature in black ink that reads "Dale Atkinson". The signature is written in a cursive, flowing style.

Dale Atkinson

Fiscal Year 2008 - July 1, 2007 through June 30, 2008

Accomplishments and Challenges

The fiscal year began with Columbia Generating Station back online following a very demanding refueling outage and beginning a new fuel cycle, but with high expectations from the management team of a long run ahead. These expectations were rooted in the financial investments made in improving equipment reliability, investments made in extensive training and observation time to improve human performance, and further commitments, both human and financial, to reduce the amount of dose accumulated by our employees.

The three focus areas of Dose Reduction, Equipment Reliability and Human Performance were extensively communicated to employees and actions were put in place through the Trek 2 Excellence program that will continue the improvements started during fiscal year 2007, carry them through fiscal year 2008, and into fiscal year 2009.

Equipment Reliability

Improvements made in fiscal year 2007 have delivered great benefits in fiscal year 2008. The main turbine Digital Electric Hydraulic (DEH) system upgrade addressed single failure deficiency in the design of the old system. During the course of fiscal year 2008 and prior to this change, there have been at least four instances where the unit would have experienced a power reduction. Continuing to drive maintenance backlogs down has reduced challenges from broken, impaired, or diminished capacity equipment. Although we are extremely proud to be in the top quartile of the industry for corrective and elective maintenance backlogs, we have challenged ourselves to reduce the "Other" category of backlog work.

The Equipment Reliability Index continues to improve with movement from fourth quartile performance at the beginning of the fiscal year to second quartile performance at fiscal year end. Although a large investment has been made to improve the overall equipment reliability, the plant continues to experience some unplanned power reductions due to equipment reliability issues.

Human Performance:

The Columbia team has spent a great deal of time and attention to improve our overall human performance resulting in reduced human errors that could lead to power reductions, equipment damage, or injury to our employees. We measure Human Performance using our Event Free Clock reset rate. There had been a slow steady improvement over

the course of fiscal year 2008 and the station remains in the top quartile of the industry. Our greatest challenge with regard to Human Performance has been and will continue to be the performance of our supplemental personnel.

Dose Reduction

We continue to invest financially in physical plant changes that will reduce dose. We have also taken great strides to reduce the day-to-day dose accrued by our employees in areas of rounds, inspections, and normal work activities. We have changed the requirements to enter the Radiological Controlled Area (RCA) by adding a stop at the Rad Desk on the way into the RCA. This step adds an awareness of the work to be performed with As Low As Reasonably Achievable (ALARA) being the first consideration.

We continue efforts to reduce contaminated floor space and to identify and reduce the number of hot spots and high radiation areas in the plant. Our greatest challenge remains the potential for high dose rates from cobalt in our systems. Reduction of cobalt is a top priority, with efforts continuing to identify and remove sources.

Industrial Safety

Columbia has not made the improvements we had expected in the area of industrial safety. We continue to have lost time accidents. There are actions underway to reduce the number of events, but we will not see their impact in Fiscal year 2008. We will remain in the bottom quartile of the industry for the fiscal year.

Staff Retention and Recruitment

Retirement and attrition have challenged our staff to fill vacancies with highly qualified and motivated candidates. Changes in the nuclear industry over the course of this fiscal year, have resulted in the loss of some very good people. In some cases, we are challenged to find the right person for the vacancy. We have made large changes in retention and in incentive policies, as well as in some upfront benefits for new employees. However, this area will remain a challenge for Columbia through the foreseeable future.

In many areas Columbia continues to improve. Equipment Reliability and Human Performance continues to improve, and our staff continues to exhibit high morale. With the assistance of our employees we will achieve our fiscal year 2009 Business Plan goals.

Commitment to Our Vision, Mission, Values and Our People



Cheryl Whitcomb
Vice President
Organizational Performance and
Staffing/Chief Knowledge Officer

Teamwork

Excellence

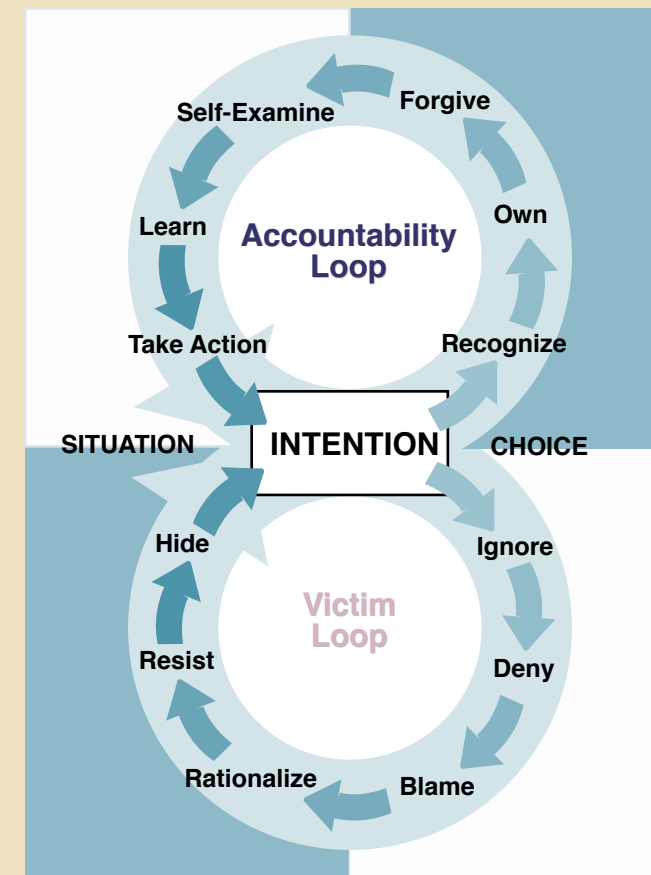
Accountability

Mutual Respect and Trust and

Safety

*achieved through open,
honest communication*

The Personal Accountability Model



Our Vision

To achieve operational excellence at Columbia Generating Station as reflected by performance in the top-quartile of nuclear plants nationwide—based on the WANO Performance Indicators and the INPO Performance Indicator Index.

Our Mission

Be an industry leader in operational excellence with our primary focus on nuclear, radiological, industrial, and environmental safety while providing cost-effective and reliable power for the Pacific Northwest.

Cheryl Whitcomb
Cheryl Whitcomb

Fiscal Year 2009 Incentive Goals

Nuclear Generation, Organizational Performance and Staffing, Technical Services, and CEO Office Incentive Criteria

Weight	Criteria	Measure	Measurement	Calculated
14% of eligible incentive	Cost Per Megawatt Hour (\$/MWh) Incentive earned will be based on Columbia's cost of power (\$/MWh), where \$/MWh includes O&M, A&G and Capital costs at fiscal year end.	<ul style="list-style-type: none"> Stretch Goal: \$42.71/MWh Target Goal: \$43.01/MWh Threshold Goal: \$43.32/MWh 	<ul style="list-style-type: none"> No incentive earned if actual does not meet or exceed threshold goal 50% incentive earned for achieving threshold goal 75% incentive earned for achieving target goal 100% incentive earned for achieving stretch goal For numbers achieved between the threshold and stretch goal, the percentage shall be interpolated on a linear basis based on actual achieved 	Annually
14% of eligible incentive	Radiation Dose (person-rems) Incentive earned will be based on the total cumulative amount of radiation dose received at fiscal year end. (Excluding dose received from wind damage)	<ul style="list-style-type: none"> Stretch Goal: 230 Target Goal: 264 Threshold Goal: 290 	<ul style="list-style-type: none"> No incentive earned if actual does not meet or exceed threshold goal 50% incentive earned for achieving threshold goal 75% incentive earned for achieving target goal 100% incentive earned for achieving stretch goal For numbers achieved between the threshold and stretch goal, the percentage shall be interpolated on a linear basis based on actual achieved 	Annually
14% of eligible incentive	Personnel Performance (Station Event Free Days (EFD) Clock Resets) Incentive earned will be based on the number of Station EFD Clock Resets for the quarter. Management Discretion Station EFD Clock Resets shall be excluded and not counted in the measurement for incentive payout.	<ul style="list-style-type: none"> Stretch Goal: 0 Threshold Goal: ≤1 	<ul style="list-style-type: none"> No incentive earned if actual does not meet or exceed threshold goal 50% incentive earned for achieving threshold goal 100% incentive earned for achieving stretch goal 	Quarterly (paid annually)
14% of eligible incentive	Personnel Performance (OSHA Recordable and lost time Injuries) Incentive earned on an individual basis and will be based on the number of OSHA recordable and lost time/restricted duty injuries for the quarter.	<ul style="list-style-type: none"> OSHA Recordable Injuries and Lost Time/Restricted Duty Injuries Target Goal: 0 	<ul style="list-style-type: none"> No incentive earned if actual does not meet target goal 100% incentive earned for achieving target goal 	Quarterly (paid annually) on an individual basis

Weight	Criteria	Measure	Measurement	Calculated
14% of eligible incentive	Equipment Reliability Incentive earned will be based on the Equipment Reliability (ER) Index Performance Indicator for the quarter.	1st fiscal year Quarter: <ul style="list-style-type: none"> Stretch Goal: 87 Target Goal: 80 Threshold Goal: ≥77 Equipment Reliability measures will be established prior to the start of the 2nd, 3rd and 4th quarters	<ul style="list-style-type: none"> No incentive earned if actual does not meet or exceed threshold goal 50% incentive earned for achieving threshold goal 75% incentive earned for achieving target goal 100% incentive earned for achieving stretch goal For numbers achieved between the threshold and stretch goal, the percentage shall be interpolated on a linear basis based on actual achieved 	Quarterly (paid annually)
16% of eligible incentive	Outage Goals Incentive earned will be based on the following goals.	Critical Milestones – 8% <ul style="list-style-type: none"> Stretch Goal: 100% Target Goal: 87% (14/16) Threshold Goal: 80% (13/16) Duration – 8% <ul style="list-style-type: none"> Stretch Goal: 34 days Target Goal: 35 days Threshold Goal: 38 days 	<ul style="list-style-type: none"> No incentive earned if actual does not meet or exceed threshold goal 50% incentive earned for achieving threshold goal 75% incentive earned for achieving target goal 100% incentive earned for achieving stretch goal For numbers achieved between the threshold and stretch goal, the percentage shall be interpolated on a linear basis based on actual achieved 	Annually
14% of eligible incentive	Environmental Stewardship Incentive earned will be based on the environmental goals at fiscal year end.	Number of non-incident hazardous spills at Columbia - 7% <ul style="list-style-type: none"> Stretch Goal: 4 Target Goal: 5 Threshold Goal: 6 Pounds of generated mixed waste (hazardous and radioactive) – 7% <ul style="list-style-type: none"> Stretch Goal: 300 lbs Threshold Goal: ≤ 400 lbs 	<ul style="list-style-type: none"> No incentive earned if actual exceeds threshold goal 50% incentive earned for achieving threshold goal 75% incentive earned for achieving target goal 100% incentive earned for achieving stretch goal <ul style="list-style-type: none"> No incentive earned if actual exceeds threshold goal 50% incentive earned for achieving threshold goal 100% incentive earned for achieving stretch goal For numbers achieved between the threshold and stretch goal, an additional percentage (up to 50%) shall be interpolated on a linear basis based on actual achieved 	Annually



Focus Areas and Top Priorities

Trek 2

The Trek 2 Excellence refines our course of action for the station to continue improvement efforts leading to recognition as a world class organization and top performing nuclear power station and specifically to achieve the following outcomes:

- ❖ Sustainable, high levels of plant performance as reflected in the INPO Performance Indicator Index
- ❖ Sustainable, event-free operations as reflected in the Equipment Reliability Index
- ❖ Avoidance of unplanned, long duration shut downs
- ❖ Well managed and understood safety, design, and operational margins
- ❖ High levels of plant worker safety
- ❖ Highly skilled, knowledgeable, and collaborative work force

Trek 2 Excellence Initiative:

- ❖ Replaces the Trek to Excellence
- ❖ Drives vision via action items
- ❖ Includes INPO AFI response actions
- ❖ Includes NRC items
- ❖ Includes department Excellence Plans
- ❖ Includes employee suggestions
- ❖ Includes Self Assessment results
- ❖ Is a living document that is updated quarterly
- ❖ Includes the following three "station" focus areas:

Station Focus Areas

Equipment Reliability

Goal

Top Decile Performance

Top Priorities

- ❖ Single-Point Vulnerability Reduction
- ❖ Performance Monitoring & Trending Improvement
- ❖ Equipment Reliability Cause Determination Implementation
- ❖ Component Obsolescence Program Implementation
- ❖ Improve Preventive Maintenance (PM) Program Bases
- ❖ Life Cycle Management Program Implementation
- ❖ Thermal Performance Improvement

Human Performance

Goal

Top Decile as compared to those stations participating in the INPO Human Key Performance Indicators (HU KPI) Pilot

Top Priorities

- ❖ Communication Improvement
- ❖ Error-Prevention Practices & Tool Use
- ❖ Human Performance Monitoring Improvement
- ❖ Plant Component Status Control
- ❖ Human Performance Causal Analysis Improvement
- ❖ Supplemental Personnel Performance Improvement

Dose Reduction

Goal

Two-Year Rolling Average Equal to 2nd Quartile

Top Priorities

- ❖ Cobalt Reduction
- ❖ System Operations
- ❖ Department/Line Ownership
- ❖ Technology and Engineering Controls

Commitment to Our Community

Energy Northwest and its employees are honored to officially sponsor three vital community organizations: United Way, Head Start and March of Dimes. Employees lead annual campaigns on behalf of each of these important service organizations to raise money and increase awareness of the positive effect these agencies make in our community.

Many of our employees are also actively involved in direct support and fund raising efforts for our local American Red Cross, Boy Scouts of America, Junior Achievement, American Diabetes Association and many other charitable organizations.

These activities are supported by the senior management team who provide a conducive, encouraging environment to support employee involvement for each of our official charities. From our CEO to our newest employees, Energy Northwest cares about our community through direct, hands-on involvement.

Approximately 472 Energy Northwest employees gave

\$136,610 to United Way during fiscal year 2008. Employee pledges fund youth developmental programs, provide hot meals to elder neighbors, help build self-esteem in at-risk youth and provide disaster relief planning for our community. Thirty-seven Energy Northwest employees stepped forward to join the United Way Vintner Club leadership program with donations totaling \$60,359.

For the March of Dimes, Energy Northwest's "PowerMarchers" team raised over \$31,000. Vic Parrish, Chief Executive Officer was the Top Walker for the 2008 event, leading the team of 71 walkers who turned out for the spring event.

Energy Northwest continued its annual tradition of supporting the Benton-Franklin Head Start program, hosting 11 Christmas parties at six local schools for 390 children. Gifts were distributed by Energy Northwest employees dressed as Santa and his elves. This joyous program provides the children with a new sense of hope while offering Energy Northwest employees the warm feeling of giving to those in need.



Commitment to Our Environment



*Environmental Management System -
Consider the Environment in Everything We Do*

Sudesh Gambhir
Vice President
Technical Services

Energy Northwest is committed to protecting the environment for current and future generations. As part of that commitment, we have developed, implemented, and maintained a comprehensive Environmental Management System (EMS). Our EMS was designed to meet the rigorous requirements of the globally recognized International Organization for Standardization (ISO) 14001 standard with additional emphasis on compliance, pollution prevention, and communication.

The Energy Northwest Environmental Stewardship Policy is the cornerstone of the EMS. It demonstrates management's commitment, defines the framework for the EMS, establishes expectations, and helps us set goals. As the Vice President of Technical Services, I am accountable for ensuring that this policy is implemented and the EMS is maintained. In order to implement this policy, we need to create and foster a culture that promotes consideration of the environment in everything we do at Columbia Generating Station. I fully support the EMS and the environmental stewardship policy and encourage all employees to comply with environmental protection programs and procedures and integrate the policy into their daily activities at Columbia.

Accomplishments and Challenges

The EMS program has set environmental goals each year. We are expected to end fiscal year 2008 having achieved the spills prevention goal. Achieving our mixed waste goal has been more of a challenge in fiscal year 2008. At press time of this business plan we had not exceeded the mixed waste goal. However, we were in the designation process to determine whether additional material might have to be characterized as mixed waste.

The Washington Department of Ecology, Nuclear Waste Program, conducted a hazardous waste inspection of Columbia Generating Station and the Industrial Development Complex (formerly WNP-1 and 4), during the summer of 2007.

These inspections revealed hazardous waste management violations at both locations. Violations included improper storage and handling of chemical wastes, unreported spills and improper training.

On October 4, 2007, Energy Northwest received two Administrative Orders (CGS and IDC) and a Penalty from the Washington State Department of Ecology (WDOE) resulting from their inspection conducted the summer of 2007.

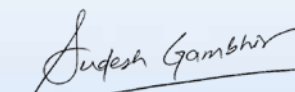
We were very disappointed in our performance in this important area of environmental compliance, and we have taken aggressive action to address the causes and contributors that led to this failure. The root cause was identified as insufficient perception at the appropriate managerial level of the risk associated with environmental regulatory noncompliance, primarily due to less-than-adequate change management associated with organizational and staffing realignments.

Environmental Stewardship

The Energy Northwest team identified aggressive actions to correct this problem. The actions primarily focused on resolving the issues of program ownership, training, procedures, and compliance monitoring. Action has been taken to establish centralized corporate level organization ownership and program responsibility to heighten awareness, manage, and oversee hazardous waste and chemical management. Our thorough and aggressive actions were key to achieving our other fiscal year 2008 goal of maintaining ISO 14001 certification.

To encourage proper performance, beginning in fiscal year 2009 each employee will have performance expectations in the area of environmental stewardship and will be evaluated periodically to those expectations. To further reinforce performance, an incentive for employees has been established.

We are confident that we have learned from this experience and can expect our future performance in the area of environmental compliance to be significantly improved.


Sudesh Gambhir

Environmental Stewardship Policy

Energy Northwest will be a responsible steward of the environment, protecting it for current and future generations. We will provide energy services in a manner that responsibly balances environmental and social factors and business needs. In support of this policy, environmental stewardship is an integral part of all we do and a responsibility of all employees.

Environmental Stewardship

We will foster a culture of environmental stewardship, promoting consideration of the environment by all employees in everything they do. We will, to the fullest extent practicable, design and conduct activities to reduce and manage adverse environmental impacts and risks to natural resources and human health, and will pursue opportunities to improve the environment.

Continual Improvement

We will establish, maintain, and continually enhance an Environmental Management System (EMS), and integrate environmental stewardship into our decision making and activities.

Environmental Compliance

We will comply with all applicable environmental requirements and commitments, and will establish internal controls where no regulatory limits exist to adequately protect the environment.

Pollution Prevention

We will first prevent pollution by minimizing hazardous materials use, spills, and waste generation and by conserving energy and water; and then respond expeditiously to hazardous materials spills and other incidents to minimize environmental impact.

Communication

We will share information on our environmental stewardship policy, programs, and environmental performance with employees, members, regulators, the community, and our customers.

