

Fort Calhoun Station

Progress Toward Restart

October 30, 2012

Focus Areas

- **Our Accountability**
- **Elements of the Operating Services Agreement**
- **Corporate Governance and Oversight**
- **Vision, Mission and Values**
- **Site Organization**
- **Progress on Restart Issues**

Our Accountability

- **Fort Calhoun Station's past performance was unacceptable to us and we have identified the necessary steps to achieve safe restart and sustained performance improvement.**
- **We are implementing improvement actions and driving to safe, efficient and timely restart.**

Our Accountability – Cont'd

- **We will not restart Fort Calhoun Station until we are convinced that:**
 - **The plant is ready for safe and efficient operation and**
 - **The Plan for Sustained Improvement can be effectively implemented.**

Organizational and Personnel Changes

- **Entered into 20-Year Operating Services Agreement (OSA) with Exelon Generation**
- **Omaha Public Power District (OPPD) Remains Owner and Licensee**
- **Exelon is Responsible for Day-to-Day Operation**

Organizational and Personnel Changes – Cont'd

- **Enhanced Corporate Governance and Oversight of Fort Calhoun Station**
 - **Strong**
 - **Independent**
 - **Intrusive**

Focus Areas

- **Corporate Governance and Oversight – Mo Doghman**
- **Elements of the OSA – Susan Landahl**
- **Vision, Mission and Values – Lou Cortopassi**
- **Site Organization – Lou Cortopassi**
- **Progress on Restart Issues – Lou Cortopassi and Mike Prospero**

Corporate Governance and Oversight

- **Established Strategic Plan**
- **Documented Expectations and Roles and Responsibilities**
- **Strengthened Safety Audit and Review Committee Function**
- **Established Nuclear Oversight (NOS)**
 - **New Experienced Leader**
 - **Behavior Focus**
- **Strengthened Employee Concerns Program (ECP)**

Corporate Governance and Oversight – Cont'd

- **What has Changed Today**
 - **Expectations Clear**
 - **NOS Intrusive and Actively Engaged**
 - **NOS Reinforcing Expected Values and Behaviors**
 - **ECP Staff Expanded and Confidentiality Assured**
 - **Staff Utilizing ECP**

Operating Services Agreement

- **Three Key Elements**
 - **Ten Proven Exelon Leaders Placed in Key Positions at Fort Calhoun Station**
 - **Integration Team Established with Fleet Experts providing Site Support in 22 Functional Areas**
 - **Sustainability**
 - **Implementation of the Exelon Nuclear Management Model**
 - **Full Integration into the Exelon Fleet**

Operating Services Agreement – Cont'd

- **What has Changed Today**
 - **Blended Leadership Team in Place and Functioning Well**
 - **Fleet Experts Actively Engaged in Supporting Fort Calhoun Station**
 - **Frequent Senior Executive Operational Excellence Management Review Meetings Initiated**
 - **Long-Term Integration Schedule Established and Being Implemented**

Vision, Mission and Values

- **Vision**

- **Safe and Efficient Restart of Fort Calhoun Station and**
- **Achievement of Sustained Excellence**

- **Mission**

- **Safe, Event-Free, Cost-Effective, Nuclear Production of Electricity**

Vision, Mission and Values – Cont'd

- **Values**
 - **Safety – Nuclear, Industrial, Radiological and Environmental**
 - **Alignment**
 - **Accountability**
 - **Bias for Action**
 - **Strong Nuclear Safety Culture**

Site Organization

- **Blended Leadership Team**
 - **Top 16 Leaders**
 - **Over 450 Years of Collective Experience at Multiple Nuclear Power Plants**
 - **Embody Fort Calhoun Station Values**
 - **Aligned on Fort Calhoun Station Vision and Mission**
 - **Actively Reinforcing Values and Expectations with their Staff**

Site Organization – Cont'd

- **What has Changed Today**
 - **Established Integrated Outage Schedule with the Right Level of Detail**
 - **Established the Outage Control Center**
 - **Holding Staff Accountable**
 - **Reinforcing the Right Values and Behaviors**

Progress on Restart Issues

- **Overarching Causes**
 - **Organizational Effectiveness**
 - **Governance and Oversight**
 - **Leadership and Accountability**
 - **Safety Culture**
 - **Leadership Values**
 - **Safety Conscious Work Environment**
 - **Problem Identification/Resolution**
 - **Culture Inhibited Corrective Action Program (CAP) Effectiveness**
 - **Bias for Action**

Progress on Restart Issues – Cont'd

- **What has Changed Today**
 - **Vision, Mission and Values are Established**
 - **Safety is Always First Priority**
 - **Values and Expectations Established and Reinforced**
 - **Staff Trained and Implementing Upgraded CAP Process**
 - **Measuring Progress**

Progress on Restart Issues – Cont'd

- **Progress has been Made on all Phases of Each Restart Checklist Item**
 - **Scoping: Complete**
 - **Discovery: In Progress**
(20 of 21 Complete)
 - **Analysis: In Progress**
(15 of 21 Projected Complete in October)
 - **Implementation: In Progress**

Progress on Restart Issues – Cont'd

Industrial Safety Performance

	2011	2012*
Minor Injuries	23	11
First Aid Injuries	22	4
OSHA Recordable Injuries	21	1
Lost Time Injuries	1	0

* As of October 22, 2012

Progress on Restart Issues – Cont'd

Human Performance

	2011	2012*
Department Clock Resets	134	42
Station Clock Resets	9	1

* As of October 22, 2012

Progress on Restart Issues – Cont'd

- **Key Issue – Flooding Restoration and Readiness**
 - **Flooding Recovery Plan**
 - **93% Complete to date**

Progress on Restart Issues – Cont'd

- **Key Issue – Flood Water Impact on Soils**
 - **Comprehensive Testing and Evaluation Complete**
 - **Independent Engineering Assessment Complete**
 - **Safety Related Structural Adequacy has been Confirmed**

Progress on Restart Issues – Cont'd

- **Key Issue – Containment
Electrical Penetration
Qualification**
 - **Discovered by Fort Calhoun Station Staff**
 - **Affects over 600 Penetrations**
 - **Solutions Identified and Being Implemented**
 - **Qualification Testing Ongoing**

Progress on Restart Issues – Cont'd

- **Key Issue – Containment Internal Structure Design Margin**
 - **Discovered by Fort Calhoun Station Staff**
 - **Internal Structural Design Reconstituted**
 - **Integrated Plan for Modifications being Developed**

Closing Comments