



## Department of Energy

Bonneville Power Administration  
P.O. Box 3621  
Portland, Oregon 97208-3621

SECURITY AND CONTINUITY OF OPERATIONS

October 10, 2013

In reply refer to: NN-1

Charles Johnson  
Physicians for Social Responsibility  
812 SW Washington St, Ste 1050  
Portland, OR 97205

### FOIA #BPA-2014-00012-F

Dear Mr. Johnson:

This is a final response to your request for records that you made to the Bonneville Power Administration (BPA), under the Freedom of Information Act, 5 U.S.C. 552.

#### **You requested the following:**

“November 2001 document entitled Plan to Strengthen Working Relationship Related to the Contract Management of Columbia Generating Station.”

#### **Response:**

BPA is releasing the responsive document in its entirety.

Pursuant to 10 CFR 1004.8, if you are dissatisfied with the adequacy of the search, you may appeal this FOIA response in writing within 30 calendar days of receipt of a final response letter. The appeal should be made to the Director, Office of Hearings and Appeals, HG-1, Department of Energy, 1000 Independence Avenue, SW, Washington, DC 20585-1615. The written appeal, including the envelope, must clearly indicate that a FOIA Appeal is being made.

There are no fees associated with this request.

Please contact Kim Winn, FOIA Specialist, at 503-230-5273 with any questions about this letter.

Sincerely,

*/s/Christina J. Munro*  
Christina J. Munro  
Freedom of Information/Privacy Act Officer

Enclosure: Responsive document

Energy Northwest & Bonneville Power Administration

Plan to Strengthen Working Relationship Related to the Contract Management  
of Columbia Generating Station

In January 2001, the results from an Energy Northwest/Bonneville Power Administration (Bonneville) sponsored benchmarking study were provided to Vic Parrish, Energy Northwest CEO and Paul Norman, Bonneville Senior Vice President, Power Business Line. The purposes of the report, "Bonneville Power Administration's Contract Management of Energy Northwest's Columbia Generating Station", were to: 1) compare and contrast Bonneville's contract management with other contract management efforts both within and outside the nuclear industry; 2) examine whether Bonneville's contract management met the needs of both parties; and 3) draw conclusions and make recommendations regarding Bonneville's contract management practices as well as Bonneville and Energy Northwest roles, responsibilities and interactions.

After a review of the recommendations, a plan to strengthen the relationship was agreed to in late April. The plan included the disposition of all report recommendations. Most recommendations were adopted, several with minor clarification. Only one was rejected. The parties believe that the intent of the report recommendations, to strengthen the relationship, will be fully accomplished with execution of the plan. While the plan was adopted, it was not formally finalized. The purpose of this document is to formalize the understanding and commitment of the parties to strengthen the relationship.

Mr. Parrish and Mr. Norman agreed that the framework for the relationship and the first action of the plan should be agreement on a set of core values. Further they agreed that the core values that shall be immediately adopted are the same core values that already guide Energy Northwest employees in their daily activities. Those values are:

**TEAMWORK  
EXCELLENCE  
ACCOUNTABILITY  
MUTUAL RESPECT AND TRUST ACHIEVED THROUGH OPEN,  
HONEST COMMUNICATION**

These values shall be practiced in all future interactions between the parties related to Columbia Generating Station (Columbia) as well as the other net-billed projects. The execution of the plan and all future interactions between the parties shall be accomplished under this renewed spirit of cooperation and partnership.

The report's recommendations and the remaining agreed upon actions are as follows:

Report Recommendation(s)	Response/Action
<p>Recommendation/Action Text: Energy Northwest and Bonneville should select a team that would develop a new Memorandum of Understanding (MOU) that clearly defines the roles, responsibilities, and expectations of both parties in regards to contract management of the Columbia Generating Station (Columbia). This activity would likely be accomplished more efficiently using an outside facilitator.</p> <p>Accepted <input checked="" type="checkbox"/> Rejected <input type="checkbox"/> Modified <input checked="" type="checkbox"/></p>	<p>Assignment: <u>Smith/Brost</u></p> <p>Comments/Justification: Adoption, acceptance and commitment to the core values by both parties, as expressed in this document, are a clear expression of the type of open and cooperative relationship desired by the parties. Thus, development of a new MOU is not needed at this time. The Alliance Committee will be tasked to review and evaluate the interactions between the parties at their meetings. The Committee will direct any corrective actions necessary.</p> <p>Scheduled Completion Date: <u>Ongoing</u></p>
<p>Recommendation/Action Text: Bonneville should consider using one or more of the following options to ensure its personnel have sufficient qualifications:</p> <ul style="list-style-type: none"> <li>• Use special excepted service authority</li> <li>• Hire a nuclear consultant</li> <li>• Rotate Energy Northwest personnel</li> </ul> <p>Accepted <input checked="" type="checkbox"/> Rejected <input type="checkbox"/> Modified <input type="checkbox"/></p>	<p>Assignment: <u>Brost/Smith</u></p> <p>Comments/Justification: Use of special authority or a rotational assignment is not needed at this time due to a recent hire of a highly qualified individual. A nuclear consultant will not be hired since Bonneville will have access to NRC, INPO and CNSRB resources as well as CEO expertise.</p> <p>Scheduled Completion Date: <u>Completed</u></p>
<p>Recommendation/Action Text: Bonneville should clarify that the Manager of Contract Generating Resources is the Program Manager and fully delegated the authorities associated with Columbia. He should be the primary Alliance Committee member.</p> <p>Accepted <input checked="" type="checkbox"/> Rejected <input type="checkbox"/></p>	<p>Assignment: <u>Norman/Delwiche/Brost</u></p> <p>Comments/Justification: Bonneville's PGC Manager has generally been delegated full authority to administer Columbia/net-billed contracts and is Bonneville's primary Alliance Committee member. If any issues lie outside his delegated authority, that will be made known to Energy Northwest as issues arise.</p> <p>Scheduled Completion Date: <u>Completed</u></p>

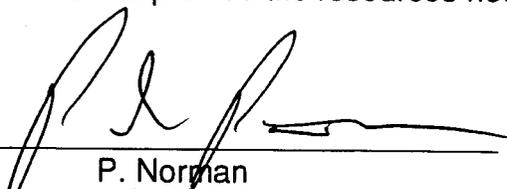
Report Recommendation(s)	Response/Action
<p>Recommendation/Action Text: Bonneville and Energy Northwest should consider establishing an Account Executive position to facilitate an improved relationship.</p> <p>Accepted _____ Rejected <u> X </u></p>	<p>Assignment: N/A</p> <p>Comments/Justification: A separate position is not needed at this time. Pros may not outweigh the cons. Vice Presidents and designated individuals already serve this role for Energy Northwest and the PGC Manager is the primary contact for Bonneville.</p> <p>Scheduled Completion Date: <u> N/A </u></p>
<p>Recommendation/Action Text: Energy Northwest should establish formal policy guidance to Energy Northwest's staff that Bonneville's presence on-site is appropriate and constructive. This may be accomplished through the proposed MOU.</p> <p>Accepted <u> X </u> Rejected _____ Modified <u> X </u></p>	<p>Assignment: <u> Parrish/Smith </u></p> <p>Comments/Justification: Adoption of this plan is intended to provide the policy guidance necessary.</p> <p>Scheduled Completion Date: <u> Completed </u></p>
<p>Recommendation/Action Text: Documentation should be made available to Bonneville when requested. This may be accomplished through the proposed MOU.</p> <p>Accepted <u> X </u> Rejected _____ Modified <u> X </u></p>	<p>Assignment: <u> Parrish/Smith/Brost </u></p> <p>Comments/Justification: Documentation for Energy Northwest management positions and proposals will be identified as such. Bonneville will handle predecisional and final documents accordingly.</p> <p>Scheduled Completion Date: <u> Ongoing </u></p>
<p>Recommendation/Action Text: Access to meetings should be, generally, open to Bonneville personnel. This may be accomplished through the proposed MOU.</p> <p>Accepted <u> X </u> Rejected _____</p>	<p>Assignment: <u> Smith/Brost </u></p> <p>Comments/Justification: Meetings will be generally open to Bonneville's attendance. Bonneville's role in meetings will be generally as observer vs. voting participant.</p> <p>Scheduled Completion Date: <u> Ongoing </u></p>

Report Recommendation(s)	Response/Action
<p>Recommendation/Action Text: Bonneville should provide on-site staff that is adequate to execute consistent involvement by capable and informed personnel with professional attitudes. Specifically:</p> <p>B should consider in the near term hiring, as a consultant, a recently retired VP Nuclear level individual</p> <p>Future open positions should be filled using the special excepted service authority that DOE Richland uses for higher salaries to hire a senior nuclear expert who has held a senior management position at an operating nuclear plant and/or a rotation of Energy Northwest personnel.</p> <p>Accepted <u> X </u> Rejected <u> ___ </u> Modified <u> X </u></p>	<p>Assignment: <u> N/A </u></p> <p>Comments/Justification: Recommendations duplicate No. 2 above</p> <p>Scheduled Completion Date: <u> N/A </u></p>
<p>Recommendation/Action Text: Bonneville on-site personnel should attend appropriate Energy Northwest meetings on a consistent basis.</p> <p>Accepted <u> X </u> Rejected <u> ___ </u></p>	<p>Assignment: <u> Brost </u></p> <p>Comments/Justification: Bonneville staff will regularly attend meetings as agreed between the responsible Bonneville and Energy Northwest functional managers.</p> <p>Scheduled Completion Date: <u> Ongoing </u></p>
<p>Recommendation/Action Text: Bonneville and Energy Northwest should schedule regular meetings (at least bi-weekly) between Ed Brost and Vic Parrish, with similar meetings with Greg Smith and Scott Oxenford.</p> <p>Accepted <u> X </u> Rejected <u> ___ </u> Modified <u> X </u></p>	<p>Assignment: <u> Parrish/Brost/Energy Northwest VPs </u></p> <p>Comments/Justification: Regular periodic meetings with key personnel will be scheduled. Some will be on a monthly basis.</p> <p>Scheduled Completion Date: <u> Dec 31, 2001 </u></p>

Report Recommendation(s)	Response/Action
<p>Recommendation/Action Text: Bonneville should satisfy the commitment made by the previous administrator to conduct a high level, strategic four-party meeting to include the Bonneville administrator, the Corp of Engineers (Corp) General, the Bureau of Reclamation (Bureau) secretary, and the Energy Northwest CEO.</p> <p>Accepted <input checked="" type="checkbox"/> Rejected <input type="checkbox"/></p>	<p>Assignment: <u>Norman/Parrish</u></p> <p>Comments/Justification: Bonneville, Corp, Bureau and Energy Northwest will agree on scope and objectives and four-agency meetings will be scheduled. Meetings will include both high level strategic planning and JOC level meetings.</p> <p>Scheduled Completion Date: <u>Dec 31, 2001</u></p>
<p>Recommendation/Action Text: Bonneville should provide training for its on-site staff:</p> <p>In the inter-personal aspects of interaction with Energy Northwest personnel</p> <p>In the selection of issues and the degree of detail necessary</p> <p>Accepted <input checked="" type="checkbox"/> Rejected <input type="checkbox"/></p>	<p>Assignment: <u>Brost</u></p> <p>Comments/Justification: Bonneville will use Energy Northwest 360 feedback process for key or all PGC staff. PGC Manager will discuss with P. Berkhausen contract management issues including the selection of issues and degree of detail and interpersonal relationship techniques and provide policy guidance to his staff.</p> <p>Scheduled Completion Date: <u>Dec 31, 2001</u></p>

We, the undersigned, agree to the above plan and will provide the resources necessary to accomplish these actions.

  
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 J. V. Parrish  
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 11/14/01  
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 Date

  
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 P. Norman  
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 11/14/01  
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 Date