

InsideTVA

TVA's Leadership Standard: Achieve Excellence in Business Performance and Public Service

A MONTHLY
PUBLICATION
OF THE
TENNESSEE VALLEY
AUTHORITY

May 2004

Volume 25, Issue 5

Safety — everyone's responsibility



David Keech (left) and Instrument Mechanic Apprentice Chris Phillips discuss work package steps at an Instrument Control Panel for the B Plant Ash Handling System.

While all TVA's Winning Performance measures are important, nothing is more important than working safely so everyone goes home at the end of the work day, says Director Skila Harris.

"The safety measure on the scorecard reminds us that we're all responsible for safety in the workplace, and that it requires constant vigilance and commitment," Harris says.

At Widows Creek Fossil Plant and all operating facilities, safe work habits are No. 1 priorities.

With a flashlight in one hand and a digital camera in the other, Safety Consultant David Keech carefully walks through the areas at Widows Creek Fossil Plant to observe how employees implement safety practices.

"There is no typical day," Keech says about the time he spends working with employees and managers to ensure safety practices are followed.

"I conduct general walk-throughs, as well as provide line supervisors assistance with safety work orders throughout the eight-unit plant. I go to the floors or basement to investigate issues such as correct ladder placement or if an employee is wearing the appropriate protective clothing.

"If I notice a hazard or situation

that would subject people to a possible injury, I discuss it with the employees and assist them in correcting the situation. If circumstances present a lesson to be learned, I'll take a picture of the situation to share with other plant personnel."

Plant Manager Gerald Hemmer credits the hard work and dedication of the plant's 431 employees to maintain a safe environment.

"Safety is our No. 1 objective," he says. "We have not had a serious injury at Widows Creek for a number

See "Safe work" on page 4

what's new

IN EMPLOYEE NEWS

New tool supports Contractor Workforce Management

As part of the Contractor Workforce Management Program, TVA is implementing a new automated system to support the CWM policy and standardized process.

The Elance Services Procurement & Management System software will be used to improve the way organizations buy and manage services. Phase 1 implementation is set to begin May 3.

The CWM program provides a policy and standardized end-to-end process to optimize the management of TVA's contractor workforce at the lowest total ownership cost.

The program directly aligns with and supports TVA's Strategic Objective to "Reduce the delivered cost of power."

Additional information is on the CWM site available from the internal Web-site homepage.

Most program reviews complete

The first stage of program reviews to reduce costs throughout TVA is now complete, and all organizations have identified opportunities for more efficient operations. TVA's Strategic Business Units, as appropriate, distributed detailed information to employees about their respective organizations on April 22.

About 550 employees have volunteered to leave TVA. They will receive severance pay and enhanced medical benefits.

In addition, \$247 million in capital cost reductions have been reported for fiscal year 2005. Significant savings also have been identified in operating-and-maintenance and support-services costs, including contractor costs. These savings will support TVA's ability to reduce its financial obligations while continuing to provide affordable and reliable electric power to the Tennessee Valley region.

Additional capital and O&M savings may be realized once a number of plant-performance improvements and environmental and fuel studies under way in the Chief Operating Officer organization have been completed.

Other staffing reductions

To further reduce debt and improve cash flow in FY 2005, some savings beyond those being achieved through voluntary reductions are necessary. Companywide, TVA expects an additional 106 TVA positions to be eliminated.

The involuntary-reduction process began April 22. Employees being involuntary reduced will have a 60-day notice period. Outplacement services will be offered to employees who are involuntarily RIF'd.

In addition, 281 staff-augmentation contractor positions will be eliminated over the next couple of months.

Identifying process improvements, efficiencies and cost savings TVA-wide will remain a priority. This will include ongoing reviews of staffing, attrition rates and staff-augmentation contractor positions.

TVA will continue to use the Contract Decision Model, which is assisting

See "Program reviews" on page 7

Program-review information

Extensive information is available through the Employee SelfService site (click on the "Staffing/Program Review Implementation" link after logging on) on TVA's internal Web site. This site includes material on the reduction process, severance pay, outplacement services, the Employee Assistance Program and other topics.

Those who need information about their retirement benefits should contact TVA Retirement Services at 632-2672 or by e-mail at retsvcs@tva.gov.

Those with other questions or needing more information should contact their supervisor or Human Resources consultant.

InsideTVA

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Inside TVA is printed on recyclable, 30-percent post-consumer recycled paper.

Comments and suggestions are welcome. Send them to *Inside TVA*, ET 6E-K (400 W. Summit Hill Dr., Knoxville, TN 37902), or call 865-632-8021.

Inside TVA and Inside TVA Retirees Edition are available on the TVA external homepage — www.tva.com.



CLETUS MITCHELL

Chairman listens, promotes business objectives at TPS Town Hall meeting

Customer relations, Board structure, debt and cost-cutting were among the topics on the minds of Transmission/Power Supply employees attending an informal Town Hall meeting with Chairman Glenn McCullough Jr. April 13. The meeting was part of the STAR 7 workshop in Chattanooga for the TPS employees who have been working at TVA for about two years. Following the Chairman's remarks, employees had an opportunity to ask questions. McCullough told them they are the key to TVA's success, and the strategic objective to strengthen TVA's working relationships with its stakeholders is what STAR 7 is all about. "TVA is about relationships with people. STAR 7 is about helping you become better team members. That is why we need to raise the level of performance so you will inspire the person beside you to work harder."

COO organization promotes Bhatnagar, Cooper to SVPs

Ashok Bhatnagar has been named Senior Vice President of Nuclear Operations in TVA Nuclear. He will assume the position June 1.



Ashok Bhatnagar

Bhatnagar has been Browns Ferry Nuclear Plant Vice President. He joined TVA in 1999 as the Browns Ferry Engineering & Support Manager. He was named Plant Manager in August 2000 and was promoted to Site Vice President in June 2001.

Previously, Bhatnagar worked with Duke Power, where he held several positions, including Superintendent of Operations, Electrical Systems and

Equipment Manager, Component Engineering Manager and Projects Manager.

He holds a bachelor's degree in nuclear engineering and has held a Senior Reactor Operator License.

Marci Cooper has been named Senior Vice President of Fossil Engineering & Technical Services in the Fossil Power Group. She has been Site General Manager at Widows Creek Fossil Plant.



Marci Cooper

Cooper joined TVA in 1981 as a Mechanical Engineer in the Division of Energy Demonstration & Technology. She accepted an engineering position at

Sequoyah Nuclear Plant in 1982 and later held various management positions at Sequoyah, including Technical Support Manager. From 1996 to 1998, Cooper served in the TVA Nuclear corporate office as Manager of Operations Projects and then as Manager of Component Engineering.

She joined Fossil Power in 1998, where she has served in various General Manager roles, leading the Maintenance & Testing Services, Fossil Operations (West) and Methods & Processes organizations.

Cooper has a bachelor's degree in mechanical engineering from the University of Tennessee at Knoxville and a Master of Business Administration in finance from UT Chattanooga.

Insidebriefs

TVAWIDE

TVA and Tennessee air-regulatory and public-health agencies have developed a comprehensive ozone-forecast system for several areas in Tennessee — Bristol-Kingsport, Chattanooga, Knoxville, Memphis, Nashville and high-elevation areas in the Great Smoky Mountains National Park — as well as for Huntsville-Decatur, Ala.

Exposure to high ozone can trigger health problems for some people, especially for those with respiratory diseases.

TVA will send "High Ozone Alerts" to employees via e-mail on days when air-quality forecasts indicate ozone levels in one or more of the areas mentioned above are expected to reach the "unhealthy for sensitive groups" or "unhealthy" range the next day. Those in the affected areas can use the information to alter their activities as appropriate or feasible — such as by carpooling or riding the bus and not using lawn mowers — to help reduce the emissions of nitrogen oxides that create ozone.

"We encourage all employees to do their part to help reduce ozone levels in the areas where we live and work," says Kate Jackson, TVA Environmental Executive and Executive Vice President of River System Operations & Environment.

"The efforts of individuals, in addition to those of businesses and government agencies, are critical to overcoming the challenges we face to ensure everyone can benefit from cleaner air."

what's new online

Safety & Health Report

The "Fiscal Year 2003 Annual Report on Occupational Safety & Health" has been posted on Corporate Safety's Safety Home Page on TVA's internal Web site. The Special Topics page also includes safety bulletins, the TVA Exposure Control Plan and other archived information. The Safety Home Page provides links to TVA and contractor safety manuals, statistical reports, a catalog of safety videos, TVA safety forms and much more.

Green Power Switch News

The Spring issue of Green Power Switch News is now available on the www.tva.com Green Power page. Stories include efforts by the fourth-grade class at Bess T. Shepard Elementary School in Chattanooga to buy green power for the school and one group's effort to develop corporate markets for renewable energy.



Lights on, healthy environment spurs good performance

The third in the series on the indicators used on TVA's Balanced Scorecard explains the Operations measures — Asset Availability and Environmental Impact. More information is available on the Winning Performance section on TVA's internal Web site.

Asset Availability

The Asset Availability measure shows how well TVA's electric-generation system performed compared to planned availability and price forecasts. This comparison provides a common expression of performance in terms of the market value of having generation assets available during peak demand.

This measure increases the awareness of the effect of market prices on the value of generation availability and the need to manage all assets as a whole.

"Employees can impact Asset Availability by their actions to improve the availability of generation for production," says Tom McGrath, Senior Project Manager, System Integration & Optimization in Performance Initiatives, and key contact for the measure.

"For example, overall Fossil Power Group performance has been better than forecast. More than half — 8 of 11 — of our plants have realized better Equivalent Availability Factor year-to-date.

"This success can be attributed to two factors. First, several units completed planned outages ahead of schedule. In addition, numerous units have experienced fewer lost megawatt-hours than forecast, resulting in a better-than-expected Equivalent Forced Outage Rate."

Winning Performance

TVA's Six Strategic Objectives

 River and the environment

 Affordable, reliable power

 Sustainable development

 Continuing debt reduction

 Reducing TVA's delivered cost of power

 Stakeholder relations

TVA Balanced Scorecard for March									
	Weight	Status	Actual YTD	Plan YTD	Year-End Forecast	GOALS			
						Target*	Mid	Stretch	
Financial									
• O&M Costs (\$ millions)	15%	➔	1,778	1,789	3,647	3,644	3,608	3,535	
• Financial Strength (\$ millions)	15%	⬆	137	26	225	225	275	375	
• Productivity (kWh/\$)	10%	⬆	143.8	141.0	147.8	147.8	150.8	152.4	
Customer									
• Customer Satisfaction (%)	10%	⬆	132.5	100.0	130.0	100.0	117.0	130.0	
• Economic Development (index)	10%	⬆	113	100	100	100	110	120	
Operations									
• Asset Availability (%)	20%	⬆	101	98	101	98	100	102	
• Environmental Impact (index)	10%	⬆	76	92	98	98	91	85	
People									
• Safe Workplace** (all injuries/hour worked)	10%	⬆	1.57	2.41	2.41	2.41	2.36	2.31	

Notes:
 * Target equals FY04 Performance Plan Target.
 ** Payout at any performance level is contingent upon no fatalities.

Status:
 ⬆ = Forecast at or better than Target
 ➔ = Forecast worse than Target, but recovery is possible
 ⬆ = Forecast worse than Target, and recovery is unlikely

The March scorecard has been posted on the Winning Performance section of TVA's internal Web site.

Environmental Impact

"The purpose of the Environmental Impact indicator is to measure our performance in managing impacts on air quality, water quality, land, waste production and energy consumption," says Warren Behlau, Manager of Performance Analysis & Reporting in River System Operations & Environment, and key contact for the measure.

"Increased awareness and improved spill-prevention activities appear to be driving our impact

down. Managing operations to reduce the impacts of our water discharges also has improved our performance. Maintaining diligence in reducing our impacts benefits both TVA and the environment.

"This indicator allows a greater 'line of sight' for us as employees as we consider the environmental impacts in decisions, operations and actions. It also demonstrates the balance between the different types of impacts." —CAROLYN BRADLEY

EPA designates non-attainment areas in the Tennessee Valley

The Environmental Protection Agency announced April 15 the counties in the TVA power-service area, as well as other states, that do not meet the new National Ambient Air Quality Standard for ozone.

Several counties in Tennessee have formed early-action compacts to determine how to best bring their area into attainment with the ozone standard. These groups, or Early Action Compacts, submitted plans to the state, which in turn submitted them to EPA. The plans list measures the counties will take to bring their areas into attainment.

Here are the measures taken or planned for TVA fossil plants in non-attainment counties:

- **Bull Run in Anderson County:** Precipitators installed to reduce particulates and some fine particles; selective-catalytic-reduction system to reduce nitrogen-oxide and some fine particles, operational for 2004 ozone season (May-September); scrubber for sulfur-dioxide and fine-particle reductions to be installed by end of decade.
- **John Sevier in Hawkins County:** Precipitators to reduce particulates and some fine particles; low-NO_x burners to reduce NO_x and some fine particles; and switch to lower-sulfur coal to reduce sulfur dioxide and fine particles.
- **Gallatin in Sumner County:** Precipitators to reduce particulates and some fine particles; low-NO_x burners to reduce NO_x and some fine particles; fuel switch to lower-sulfur coal to reduce SO₂ and fine particles; and a limitation on the amount of generation from the combustion turbines when burning fuel oil during the summer ozone season.

Sources of NO_x emissions include power plants, industries, all motorized vehicles and fuel-combustion sources, such as gasoline-powered lawn mowers, edgers and leaf blowers, as well as grills and open burning of any materials.

"TVA will continue to reduce its emissions of sulfur dioxide and nitrogen oxides to help the Tennessee Valley states meet all EPA air-quality requirements," says John Shipp, Vice President of Environmental Policy & Planning.

TVA will reduce NO_x by 75 percent by 2005, when 25 new NO_x-reduction systems (selective catalytic reduction or similar technology) are installed at seven fossil plants in Kentucky, Alabama and Tennessee. TVA has to date reduced NO_x emissions by 55 percent since 1995.

SO₂ will be reduced by about 85 percent when all five additional scrubbers, announced in 2001, are installed. So far, TVA has reduced SO₂ emissions by 75 percent since 1977.

In addition to Bull Run, John Sevier and Gallatin, TVA has fossil-power plants in the following Tennessee counties: Kingston in Roane County, Cumberland in Stewart County, Johnsonville in Humphreys County and Allen in Shelby County.

In Kentucky, Paradise Fossil Plant is in Muhlenberg County and Shawnee Fossil Plant is in McCracken County.

In Alabama, Widows Creek Fossil Plant is in Jackson County and Colbert Fossil Plant is in Colbert County.



Achieving 'no accidents' no accident

New program targets zero accidents for Chief Operating Officer organizations

Responsibility, accountability, planning, assessments, corrective action. That's how Chief Operating Officer Ike Zeringue and the COO organization will one day achieve its goal of zero accidents in the workplace.

Ken McVay, Senior Manager of COO Safety Operations Support and his staff are working hard to make sure that happens.

The COO Safety Staff recently unveiled "Driving Safety Culture — Achieving Zero Accidents," a new safety-awareness campaign aimed at helping em-

Seven key processes to the COO safety & health program

- Senior management commitment
- Defining and implementing TVA safety procedures across all business units
- Safety and health training
- Planning work activities
- Employee responsibility and accountability
- Investigating accidents and near-miss incidents to determine root causes and implement corrective action
- Conducting routine safety & health program self assessments to measure effectiveness

ployees focus on safe work practices.

"We haven't achieved zero accidents in the workplace yet," McVay says. "But we're taking steps to ensure employees follow the correct processes and eliminate value judgments and at-risk behaviors that may jeopardize their safety."

McVay and staff members Mike Doyle, Safety Manager for Generation East; Danny Grace, Safety Manager for Generation West; Tom Heffernan, Safety Manager for Transmission/Power Supply; Mike McCombs, Safety Manager for Valley Wide Service; and Franz Ziegler, Manager of the Safety Support Group, developed the new campaign to raise awareness of standard safety procedures, as well as identify and reduce non-standard actions.

To help employees visualize the steps of the process, the campaign uses the colors of the familiar traffic light to emphasize the safe work practices employees should follow at different stages of routine work activities. The procedures and the traffic-light symbol are printed on posters that will be distributed throughout the

COO organization.

McVay says the safety processes are seamless and applicable TVA-wide.

"COO Safety staff members work hand in hand with Tommy Lucas and the Corporate Safety staff, as well as with other TVA business units, to ensure consistency throughout the company."

The COO safety program recently marked a major milestone with the one-year anniversary of the consolidated safety manual.

"Previously, there were five safety manuals," Ziegler says. "We have eliminated duplication and consolidated all organization health and safety procedures into the TVA Safety Manual. It is an evolving manual. We issued the last revision at the end of April."

The manual is a safety toolbox for all employees and managers to use anytime



Ken McVay (left) and Masoud Bajestani, Senior Vice President of Fossil Operations, with the new COO safety poster promoting "Driving Safety Culture — Achieving Zero Accidents"

through the Safety Resource Network. The SRNet, which was developed in 1997, contains a variety of safety information important to employees. It has received more than 100,000 hits to date.

A link to the TVA Safety Manual is provided from TVA's internal Web site and Corporate Safety homepage.

— LA'NITA JONES

Safe work *continued from page 1*

of years, and we are approaching a great milestone — 2 million workhours without a lost-time injury."

Although safety is everyone's job, Keech often identifies potential hazardous conditions or actions that someone else may not recognize.

He says he may discuss the issue with plant managers at the daily Plan of Day meeting and use the photos he takes as a description of the work condition. This provides managers and supervisors an opportunity to enhance their hazard-recognition skills.

"I take the opportunity to discuss items that are working right, as well," he says.

Keech has 14 years of safety experience. He has been involved in projects in the petrochemical industry, nuclear and fossil power, and mining and metals.

"I want to establish credibility for myself and the safety program I represent. One of my goals is to present myself as a resource to employees and managers at the site. I'm starting to get more calls from employees and managers for advice about safety and health."

— LA'NITA JONES

A tribute to workers

April 28 marked Workers' Memorial Day, a time to pause and honor the many men and women who have been killed and injured on the job.

"It is also a time for all of us to reflect on what we can individually and collectively to do to make safety an overriding priority every day," says Director Skila Harris. "We mourn for those colleagues we've lost, and we honor them by working even harder to protect the health and safety of those who are still working and living across the Tennessee Valley."

Each year, about 60,000 workers are killed at work; 50,000 die from occupational illnesses and millions more are injured.

"At TVA, even one accident is too many, and that is why we must redouble our efforts to eliminate death and injury in the workplace."

One more step toward safety goal

More than 1,500 employees and contract partners completed a recent refueling outage at Browns Ferry Nuclear Plant with the fewest number of accidents in the history of TVA's nuclear program.

"These employees and partners worked about 40-percent more hours and jobs than we typically do in TVA nuclear outages and did it all with only four first-aid cases, no recordable injuries and no lost-time accidents," says Browns Ferry Vice President Ashok Bhatnagar. "That's an unprecedented and admirable achievement."

Plant Manager Mike Skaggs says one reason the team delivered this exemplary industrial safety performance is because it has a strong desire to achieve.

"They completed all that work with 17 industrial safety reports, including the first-aid treatments," says Skaggs. "Certainly a fundamental reason for this performance is that the team focused on human-performance techniques and effectively used human-performance tools, such as taking two minutes to review the work site before starting a job and conducting serious and rigorous job-safety analyses and pre-job briefings."

During the Unit 3 Cycle 11 refueling outage Feb. 28-April 1, workers from TVA, Stone & Webster, Framatome and Shook & Fletcher completed 366,780 workhours and 2,871 work orders. About 545 work orders were added after the outage began, mostly as a result of pre-planned inspections and tests.

The most hours worked during a previous Browns Ferry refueling outage was 257,700, with 1,700 to 1,800 work orders.

"No outage has ever delivered safety performance equal to that of the employees working the Unit 3 Cycle 11 outage," Skaggs says.

— CRAIG BEASLEY



Browns Ferry Industrial Safety Manager Chad Isaacs secures a fall-protection line to the harness worn by Dynamic Learning Center Instructor Robert Lark. The center provides Browns Ferry employees with the opportunity to learn and practice TVA's safety techniques and requirements in an environment that accurately reflects conditions in and around the facility. Isaacs says use of the DLC, which became operational in late 2003, made a significant contribution to the recent excellent safety performance of employees during the Browns Ferry Unit 3 refueling outage.

Platform provides quick paybacks

Browns Ferry refuels with safer, more efficient equipment

A \$500,000 platform built to allow workers to inspect the inside of the Browns Ferry Nuclear Plant reactors paid for itself in one refueling outage in March 2003. And the platform proved its value again in 2004 during the Unit 3 refueling outage by saving at least a week in the scheduled work, and saving TVA another \$250,000 or more.



“We require 60 to 120 hours to inspect the reactor vessel and its internal parts each outage,” says Browns Ferry Outage Manager David Matherly.

“Before we had the platform, we had to wait until fuel movement was stopped before we were able to use our refueling bridge and auxiliary platform to perform vessel inspections. The cavity work platform allows most vessel inspections to be completed in parallel with refueling and core maintenance activities.”

Using the platform, one group of workers can inspect the reactor vessel and the parts inside without having to interrupt another group of workers who are moving fuel as part of the refueling process. If initial checks show that additional inspections are needed, this work can be done without adding time to the refueling outage.

“Other nuclear sites like Browns Ferry use a platform, too,” says Plant Manager Mike Skaggs. “In fact, a team of Browns Ferry employees observed a similar platform at another plant and, based on that observation, Outage Specialist Mike Campbell, Khys Gromek in Engineering, Donnie Claunch in Modifications, Charlie Hill from Framatome and Ed Hartwig in Project Management improved it by designing one for us that is partially submerged.

“Lowering the platform like that allows refueling work to continue above the inspection work. They looked creatively at what’s available and made it better — and they used a local company — Hubbard & Drake in Decatur, Ala. — to build it.”

Campbell says the 340-degree semi-circular platform allows workers nearly complete access to the areas they need to check and leaves a passageway for the refueling equipment to move back and forth from the reactor to the fuel-storage pool.



During the recent refueling outage at Browns Ferry Nuclear Plant, workers use the 340-degree platform to inspect the reactor vessel and the parts inside without having to interrupt another group of workers who are moving fuel.

“During the Unit 2 refueling outage in March 2003, when we first used the platform, we found we needed to add about 40 hours of inspections and work inside the reactor,” he says.

“Without the platform, this extra work would have delayed the refuel-floor schedule. With the platform, we did the work with ongoing fuel movement. The time we saved completely paid for the cost of the platform.”

Skaggs says the savings come from the flexibility and efficiency gained from the ability to do several tasks at the same time.

“We know that saving 60 hours on the refuel floor equals monetary savings of about \$750,000. Depending on the amount of work to be done, the flexibility this platform affords us is expected to reduce work time on the refuel floor between 30 and 80 hours every refueling outage.” — CRAIG BEASLEY



The Browns Ferry Nuclear Plant Unit 1 turbine-building overhead crane raises water-filled bladders to test the crane's lift capability.

SHANE MONTGOMERY

‘Figs’ get Browns Ferry out of a jam

The dilemma: The lift capability of the Browns Ferry Unit 1 turbine crane had to be tested.

The solution: Seven giant water balloons and the Tennessee River.

TVA’s River Operations group and Power Service Shops came to the rescue to solve the problem. And instead of eight days to move and assemble the test weights and conduct the lift-capability tests, the task was accomplished in 2½ days with half the workers.

“The water balloons are huge bladders that look like figs — two-story figs,” says Doug Jeralds, Unit 1 Electrical Maintenance Oversight Manager. “By varying the amount of water in each fig-like container, technicians can adjust the weight to meet test specifications.”

All overhead bridge cranes, such as those on the turbine floor, have a rated capacity, but they can be used to lift loads heavier than that rating if approved by the site’s Engineering Department, the crane manufacturer, or both, and if the crane meets specific requirements of such a “planned engineered lift,” including a test lift of a weight that’s more than the rated limit.

“One of the significant jobs in the Unit 1 project this year is rewinding the generator to prepare the unit to operate at extended power-up rate when it returns to service in 2007,” says Jeralds. “This calls for using the Unit 1 turbine-building overhead crane to remove the generator rotor, which is scheduled for June.”

A prerequisite task is to qualify the crane for a



planned engineering lift of more than its rated capacity of 180 tons. The Unit 1 generator rotor weighs 207.5 tons.

“After satisfying the other testing requirements, the Unit 1 Restart Maintenance group would have had to bring in the concrete-and-steel test weights to complete the over-rating test lift,” Jeralds says. “The only access for the weights was through the turbine breezeway, which was blocked with turbine parts from Unit 3 that was shut down for refueling. The Unit 1 crew would have had to wait until after the outage or find another way.”

He says River Operations’ hydro plants have been working with a company called “Water Weights” for years. Technicians bring in empty “bladders,” fill them with water, conduct the test lift and empty the water back into the river.

The bladders were delivered on March 14, and the technicians calculated the amount of water needed.

Water from the Tennessee River, through the plant’s fire-protection system, filled the seven bladders. The crews conducted the test lift on the crane, and returned the water to the river. The final test weight was 225 tons, or 450,000 pounds.

The next day, the technicians performed a test on the crane’s auxiliary hook, using one bladder.

“We appreciate the tip from River Operations,” says Walt Christopher, Unit 1 Electrical Maintenance Supervisor. “We were looking for a way to keep this job on its planned schedule, and the hydro-plants’ experience really paid off for us.” — CRAIG BEASLEY

ACROSS TVA

Across TVA highlights news, achievements and activities of TVA organizations. E-mail submissions to Nancy Cann on Microsoft Outlook or send them to her at ET 6E-K. Digital photographs can be e-mailed to the Employee Communications Photos mailbox in Microsoft Outlook.

Community conversations

Director Baxter and Jim Clinton, Director of the Southern Growth Policies Board, were among the panelists discussing "Pollution, Growth and the Global Economy" April 21 as part of Maryville College's Community Conversation Series in Maryville, Tenn. Other panel members were Stephen Smith, Executive Director of the Southern Alliance for Clean Energy; Dan Klingensmith, Assistant Professor of history; and Liz Fishburn, a student in environmental studies. Themes of the panel discussion included how individuals can acquire accurate information about the issues, roles and responsibilities of various public and private entities, pros and cons of growth and how it should be managed, and what individuals can do to address these issues.



STEVE CORUM

Central Laboratory Services — The multiple sclerosis benefit luncheon and bake sale sponsored by Central Laboratories Services at the Chickamauga Dam Reservation west of Chattanooga raised more than \$900. The event was held to raise awareness about MS as well as funds for the MS Walk-a-Thon in Chattanooga May 1. Several people went in together to buy an "Elvis Presley" cake for \$210. The cake was shared with everyone at the event.

Environmental Policy & Planning — The first quarterly Flash Environmental Report for fiscal year 2004 is now on TVA's internal Web site on the Environmental Information Center. The report provides a quick snapshot of TVA's environmental performance and promotes continuous improvement. It is a high-level synopsis of the Winning Performance Environmental Impact Index highlights, key environmental-auditing insights, Environmental Management System issues and other significant environmental matters affecting TVA's performance. It will coincide with the TVA Environmental Performance Report, which contains greater detail.

Gallatin Fossil Plant — The Electric Power Research Institute recently evaluated the Gallatin Boiler Tube Failure Reduction Program and gave the plant the first perfect score in the 15-year history of the EPRI program. Gallatin reduced the plant-availability loss associated with boiler-tube leaks to 0.32 percent, month-to-date February. To be recognized as world-class requires an availability loss that is less than 1 percent. Representing Gallatin on the team were Plant Manager Dennis Spencer, Dennis Gowan, David Stewart, Mike Farrell, Donald Ring, Tom Bush and Bill Brock. Representing the Central Office were Bill Zielke, Rick Stangarone, Martin Penny, Gary Evans and Don Fletcher.

Sequoyah Nuclear Plant — Sequoyah Nuclear Plant's 6th Annual Partners In Education Golf Tournament is scheduled for Friday, June 4, at WindStone Golf Club near Chattanooga. The tournament is open to all employees and their families and friends, as well as retirees and contract partners. The Sequoyah PIE program supports Loftis Middle School, Soddy-Daisy Middle School, Soddy-Daisy High School and Sequoyah Vocational School. To reserve a tee time or for more information, contact Penny Walker at 423-843-7001 or via e-mail at pdwalker@tva.gov.

Shawnee Fossil Plant — Two units at Shawnee Fossil Plant have established records for continuous operation. On April 10, Unit 5 was taken offline to perform a planned summer reliability outage after operating non-stop for 302 days. The previous record for the unit was 279 days, set in February 1994. On April 19, Unit 2 was removed from service to perform a maintenance outage after having operated 349 days continuously, surpassing the previous record of

278 days established in June 1962. During these most recent record runs, the two units generated a total of more than 1.75 million megawatt-hours, enough to serve almost 120,000 homes in the Tennessee Valley for an entire year. Shawnee's Unit 1 still holds the plant continuous-run record of 441 days, set in August 1965. Since April 2002, four of the 10 units at Shawnee, near Paducah, Ky., have set continuous-run records.

Transmission/Power Supply — The Decatur Line Crew was featured in the *Huntsville Times* in an article titled "Linemen Take Jobs To New Heights." The article focused on the work of Transmission Operations & Maintenance Journeyman Linemen Reggie Wilson, David Owens, Tony Kasmeier, Greg Mims and Scott Ogles. Others mentioned in the article were Transmission Operations & Maintenance Huntsville Transmission Service Center Manager Jason Goodman and Decatur Line Crew Foreman Rex Crabtree.

Watts Bar Nuclear Plant — The Watts Bar Nuclear Plant Partners In Education Group and participating vendors and sponsors will host the 2nd Annual Partners In Education Golf Tournament May 24 at Springbrook Golf & Country Club in Niota, Tenn. Proceeds will benefit the plant's PIE schools in Meigs and Rhea counties. The tournament is open to employees, contractors, retirees and sponsors. Registration forms should be turned in by May 10. For details, call or e-mail Jeff Boggess (423-365-1564; jsboggess@tva.gov).



JOEL LOVE

At Colbert Fossil Plant, Christyna Malone (right) conducts a water-quality field test with Jonna Roland and Devin Bowling, members of Cherokee High School's Environmental Debate Team. Through its Partners In Education program, Colbert's environmental activities give Cherokee school students a chance to experience first hand the environmental and resource issues usually discussed in a classroom setting.

Around the industry

This feature provides brief highlights of events in the electric-utility industry. More information is available in Power Bolts, accessible through TVA Today.

Power Grid Regulation — The final U.S.-Canadian investigative report on the August 2003 power blackout concludes that the nation's power grid must be much more closely regulated to prevent future cascading outages. The report, issued by the Bush administration and Canadian counterparts, still centers blame for the largest U.S. blackout on FirstEnergy in Akron, Ohio, whose major transmission lines in northeastern Ohio tripped on the afternoon of Aug. 14, triggering the breakdown of the grid from Detroit to New York City and Long Island. But findings extend responsibility for the outage more broadly to the electric-power industry. Among its final 46 recommendations, the group suggested that the work of grid monitors should be paid for by consumers, not power companies, in order to strengthen the grid. — *Washington Post*

Bonneville Power Administration — The Northwest Power and Conservation Council recommended that the Bonneville Power Administration return to long-term contracts to help stabilize regional energy prices that skyrocketed during the Enron scandal and the California deregulation failure three years ago. Bonneville has suffered periods of financial instability since Congress deregulated the utility industry in the early 1990s, and a move to shorter terms for electricity contracts has made things worse, a council report said. In a draft proposal, the four-state council recommended the BPA return to 20-year contracts with its main customers in order to ensure lower rates. — *The Power Report*

Aquila — State regulators have approved an agreement that will raise Aquila Inc.'s electric rates in Missouri by \$37.5 million annually. The Missouri Public Service Commission approved a settlement that will raise electric rates 6.4 percent for customers formerly served by St. Joseph Light & Power and 9.86 percent for Aquila's other electric customers in western Missouri. Part of the increase eventually could be returned to customers, depending on the cost of fuel — especially natural gas — that Aquila uses to generate electricity. — *The Power Report*

Duke Energy — The U.S. government has agreed to drop a case against Duke Energy Corp.'s utility unit for failing to comply with anti-pollution rules regulating its aging coal plants. The U.S. Environmental Protection Agency and Justice Department will not pursue the case against Charlotte, N.C.-based Duke for violating the Clean Air Act because "the plaintiffs cannot prove their case against Duke Energy at trial," the company said in a release. Intervenors, including Environmental Defense, the North Carolina Sierra Club and the state's Public Interest Research Group, have also agreed to the motion. — *Forbes*

TVA to help study nuclear-licensing process

TVA has joined a nuclear consortium investigating a new process for the design certification and licensing of advanced nuclear-power reactors.

The Energy Policy Act of 1992 changed the process for licensing a nuclear-power plant.

Under the new process, the permit to construct and operate a plant is granted simultaneously, with public input taken early in the process before construction begins. This reduces the financial risk associated with applying for an operating permit after construction was nearly complete as previously required by procedures developed in the 1960s.

The consortium plans to file an application with the Nuclear Regulatory Commission for a Combined Construction & Operating License, also known as a "COL." The consortium is responding to a 2003 Department of Energy solicitation asking nuclear-

energy companies to step up and agree to demonstrate the NRC's never-before-used COL process.

The actions of the consortium are being taken under the DOE's Nuclear Power 2010 program, which is a joint government and industry cost-shared effort to identify sites for new nuclear-power plants, develop advanced nuclear-plant technologies and demonstrate new licensing processes to support eventual construction of new nuclear plants.

The consortium has no plans at this time to build a new reactor. The project will end when a COL is granted. The COL application will require the consortium to pick an advanced-reactor technology and a specific site.

In addition to TVA, the members include energy companies Exelon Generation, Entergy Nuclear, Southern Co., Constellation Generation, EDF International North America and Duke and nuclear-reactor

vendors Westinghouse Electric Co. and GE Energy.

TVA's membership in the consortium is different from that of the others involved in that it is limited to staff support.

Each of the other energy companies will contribute about \$1 million a year or about \$7 million over the seven-year period. Westinghouse and GE are expected to make considerably larger contributions, and DOE is being asked to support the effort with matching funding that could total a couple hundred million dollars.

TVA has offered to have the unfinished Bellefonte Nuclear Plant site evaluated by the consortium as a potential location for a new nuclear reactor.

The consortium maintains that nuclear power should remain a viable option for possible future generation in the United States.

— THERESA HABIGER

Outplacement services available for involuntarily RIF'd employees

TVA has begun offering outplacement resources to assist employees who are involuntarily impacted by workforce reductions.

During their 60-day notice period, TVA will provide employees with opportunities to acquire the specific skills, strategies and techniques to help them conduct an effective self-directed job search.

"We want to support employees during this worklife change by making available practical and timely information needed to make sound future career choices," says John Long, Executive Vice President of Human Resources.

"We also want to ensure employees have access to the tools needed to successfully execute a job-search strategy."

Employees who receive an involuntary RIF notice are encouraged during their notice period to focus on job-search activities using a variety of outplacement resources that are accessible onsite and offsite. In addition, articles are available online to assist employees who are coping with job change and managing stress during worklife transition.

Job-search workshops are being offered in major TVA locations for involuntarily RIF'd employees interested in receiving information about effective job-search strategies, resume writing and interviewing skills.

Information about workshop schedules and locations can be accessed through TVA's internal

Web site, Employee SelfService and www.tva.com/outplacement.

Through these sites, online resources and job-search tools are available to support employees' self-directed outplacement activities. These sites feature online links to reference materials on job-search-related topics and resources, job-search engines and resume examples/templates designed to give employees a "one-stop" resource to information needed most during career transition.

State Career Resource Centers, available to TVA employees, provide a variety of free comprehensive employment-related services for job seekers, as well as resource rooms that allow print and electronic access to relevant job-search information. Computers with Internet access, telephones and fax machines also are available.

Many centers offer free skills workshops, such as computer training and resume writing, that are determined to be in demand in the area. Onsite personnel are available as a resource for job-search counseling and job referral. Multiple centers are located in every state. A list of regional-center locations and Web addresses are available on TVA's internal Web site.

TVA also will refer employee resumes to companies that notify TVA of their interest in qualified displaced workers, if the involuntarily RIF'd employee submits an "Authorization to Release Re-

Outplacement resources and services

Here are the outplacement resources and services that can be accessed through the Employee SelfService Staffing/Program Review Implementation Web site:

- Employee information package — about outplacement
- Workshop information/schedule services
- Suggested job-search resources on the Internet
 - Steps to conducting a job search
 - Job search engines
 - How to write a resume
 - Resume templates
 - Interviewing
 - Relocating
 - Online self-assessment tools
 - Outplacement research links
 - Suggested reading — job search
- Information on IT Education Center, how to access and hours of operation
- Resume referrals to hiring companies who contact TVA
- State Career Resource Centers
- Vacant Position Announcements

sume Form" to the Outplacement Program.

Information about TVA's Outplacement Program, as well as additional resources and contacts, is provided in employees' RIF packages, and through Employee SelfService and www.tva.com/outplacement.

Program reviews *continued from page 1*

management in identifying where the company is considering contracting out a function. TVA will use the Contractor Decision Model, along with input from its union partners, to make the most cost-effective decisions.

Next steps

While its fundamental mission of service in the Tennessee Valley is not changing, TVA must adapt in order to succeed in an increasingly competitive environment. The company must focus on carrying out its core functions as efficiently as possible.

As TVA works through these changes, employees are urged to continue to carry out their day-to-day responsibilities and ensure the safe and reliable operation of the TVA system.

Work concerns or family problems getting you down?

Ready for help?

Employee Assistance Program — a phone call away

For confidential assistance for you and your family members, call EAP to talk with an experienced counselor about a wide range of personal problems.

Some problems can be resolved over the phone, but if not, up to six EAP sessions are available at no personal cost, no deductible and no co-pay. You don't even need TVA insurance to use the service.

If further long-term assistance is needed, counselors can recommend local resources that are covered in part or completely by insurance.

Free help • 1-800-955-6422

Your health and well-being are important.

Alvis's mission: serving country, community

Jerry Alvis says he wouldn't trade in his military experience for anything. He served in the U.S. Navy Hospital Corps from 1967-1971 as a battlefield medic for the Marines. He was in the Vietnam War and traveled to Illinois, South Carolina, Hawaii, Italy, Spain, France, Switzerland, Austria, Germany, Australia and Japan.

"When I got out of high school, I felt everybody should serve their country," says Alvis, John Sevier Fossil Plant Custodial Supervisor.

"I joined the Navy because my dad was in the Navy. I had no idea I'd be assigned to the Marines. I was a medic and spent time in hospitals and on battlefields, so during my four years and six months of service, I was never on a ship even once."

Alvis sustained an injury during his service, which landed him in a Navy hospital in Portsmouth, Va. Since his release from the military, he has been a member of the Disabled Veterans organization and is currently commander of the Morristown, Tenn., DAV Chapter 59, a role he has filled for the past 10 years. He also is a member of Veterans of Foreign Wars, serving as a trustee of Post 5266 in Morristown and is a member of Post 21 American Legion in Rogersville.

Alvis has been the TVA Veterans Association President at John Sevier for the past seven years and has been on the TVA-VA Board of Directors, serving as Valleywide Treasurer since 1996.

"All the veterans at John Sevier

are currently members of TVA-VA," he says. "We're the first fossil plant to reach 100-percent participation. I'm thrilled, because this is my last year as an employee, since I'm retiring at the end of May."

During his time with TVA-VA, Alvis was part of the group that went before the Retirement System board to present its case that earned veterans the right to buy up to four years of military time toward their retirement.

"After I retire, I plan to continue my work with veterans' organizations. I also plan on spending more time fishing and on the farm."

Alvis encourages veterans to take part in TVA-VA. He says retirees can be active, if they pay a \$25 life-membership fee before they retire.

"I don't think I'd ever want to experience war again. But I have very strong feelings for the people serving to make life better. That's one of the reasons I work in the veterans' associations."

— SUZANNE COTTRELL

What Memorial Day means to Jerry Alvis

To Jerry Alvis, Memorial Day is the day we need to remember the veterans who have gone on to be with the "Supreme General" while serving their country.

Memorial Day was first observed on May 30, 1868, when flowers were placed on the graves of Union and Confederate soldiers at Arlington National Cemetery.

It is now celebrated on the last Monday in May.



Jerry Alvis (left) and Bobby White, who retired from John Sevier Fossil Plant, are active in the Tennessee Valley Authority Veterans Association.

CLETUS MITCHELL

Service to community — near and far — work of TVA-VA

The TVA Veterans Association not only benefits veterans. It makes donations, including \$1,000 worth of stamps for the Marine Corps Reserves to send care packages overseas and funding for a Knoxville shelter helping abused children.

The organization is entering its fourth year of awarding scholarships to TVA-VA members, as well as to their eligible children, spouses and grandchildren. The scholarships are awarded based on a point system, which considers grades, income and veteran status in the decision-making. Alvis says TVA-VA members can contact him about scholarships at his home at 423-235-2439 or by e-mailing him at jerrymert@peoplepc.com.

PEOPLE, PLAUDITS & PROMOTIONS

Rick Purcell, Sequoyah Nuclear Plant Vice President, has been named as a loaned executive to the Institute of Nuclear Power Operations, and will begin this assignment in June.



Rick Purcell



Randy Douet

Randy Douet, who has more than 25 years of nuclear-industry experience, succeeds Purcell at Sequoyah.

Douet has been General Manager of Plant Operations at Entergy's Waterford-3 nuclear-power plant. He joined TVA May 3 to ensure a smooth transition of responsibilities before Purcell begins his INPO assignment. Douet holds a bachelor of science degree in nuclear physics from Arkansas Technical University and received his reactor-operator license while at Entergy's Arkansas Nuclear One and his senior reactor-operator license while at River Bend Station. He has completed INPO's Senior Nuclear Plant Management course, the Wharton Business School Executive Development course and the Harvard Business School High Potential Leadership Program.

The Electric Power Research Institute has awarded four TVA Nuclear employees with 2003 Technology Transfer Awards.

Stephanie Howard and **William Smith**, along with an Exelon Corp. employee, received an award for their leadership in developing a standardized approach for utilities to perform security-plan risk assessments for low-level radioactive and hazardous-waste shipments.

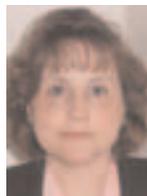
Debra Bodine received an award for her role in the development of water-chemistry guidelines for pressurized water reactors. The work of Bodine and five others from four utilities will help utilities optimize plant water chemistry to maximize long-term availability and reliability. **Dan Sanchez**, Training Manager at Browns Ferry, was recognized with an award for his leadership in piloting a program designed to capture and use previously undocumented knowledge and speed transfer of vital knowledge to less-experienced personnel.



Stephanie Howard



William Smith



Debra Bodine



Dan Sanchez

Michael Leffel, Customer Service Engineer in Customer Service & Marketing for the Northeast District, has completed course requirements and received his Tennessee Valley Public Power Association Certified Power Executive Certificate. His completion of the training program makes Leffel part of an elite group with superior professional skills, knowledge and experience.



Michael Leffel

Debbie Murray, Senior Account Manager for TVA's Regional Accounts Program, has been named National Account Representative of the Year by Staples, the national office-supply chain. In a Staples company memorandum, Murray was praised for her timely work and professionalism, as well as for the superior level of customer service she provides and her ability to go above and beyond their expectations. As Senior Account Manager, Murray, a four-year TVA employee, has responsibility for the retail-market segment in the Regional Accounts Program, which coordinates account services to national accounts in partnership with the distributors of TVA power.



Debbie Murray