

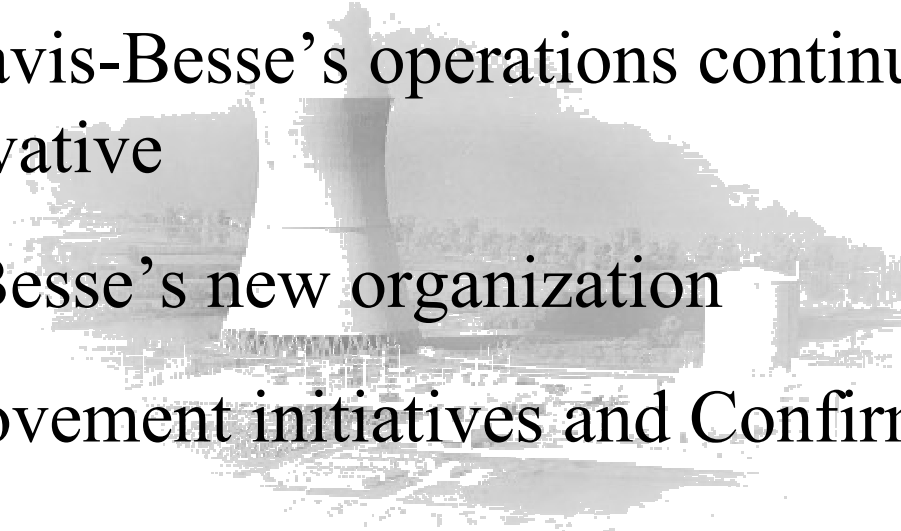
Davis-Besse Nuclear Power Station



IMC 0350 Meeting

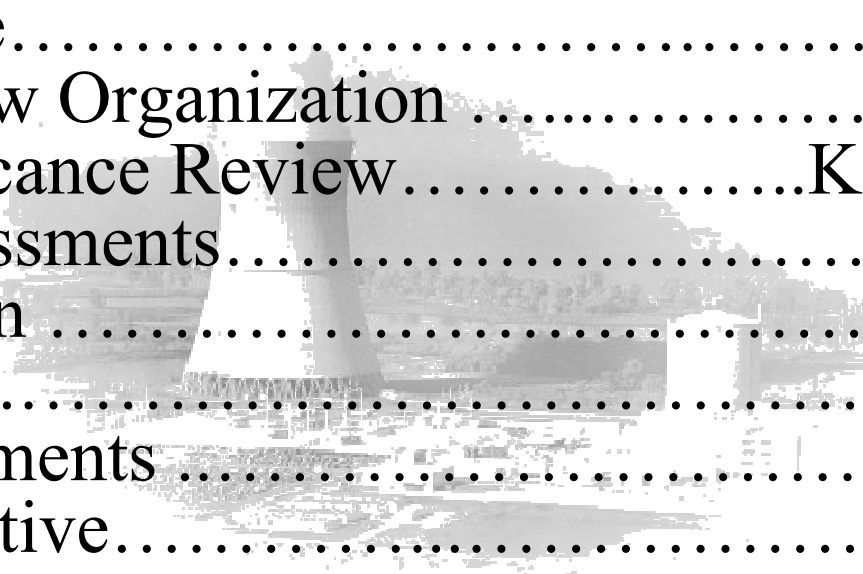
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Desired Outcomes

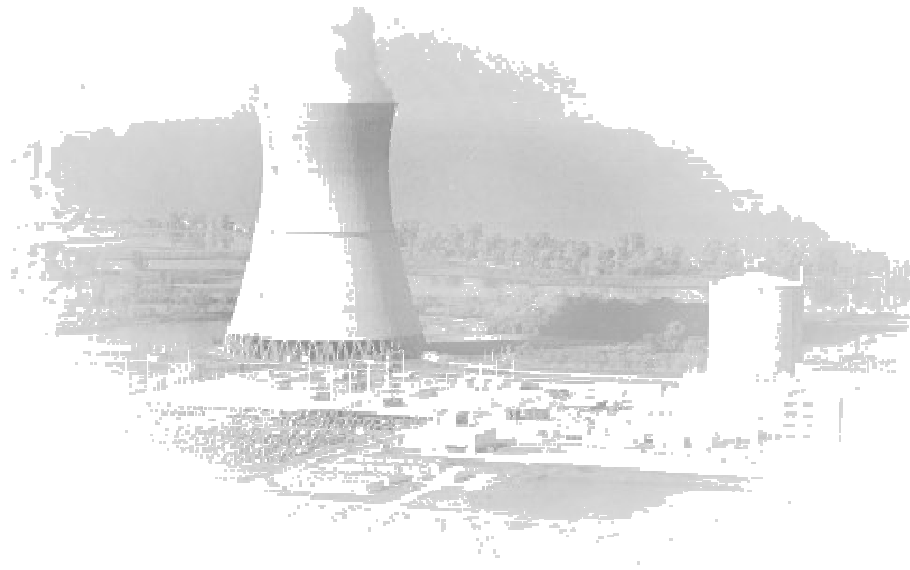
- 
- A faded, grayscale image of a nuclear power plant, likely the Davis-Besse Nuclear Power Station, serving as a background for the list.
- Demonstrate Davis-Besse's operations continue to be safe and conservative
 - Present Davis-Besse's new organization
 - Status the improvement initiatives and Confirmatory Order

Mark Bezilla
Vice President

Meeting Agenda

- 
- A faded, grayscale background image of a power plant, showing a large cooling tower and industrial structures.
- Plant Performance..... Barry Allen
 - Davis-Besse's New Organization Mark Bezilla
 - Collective Significance Review.....Kevin Ostrowski
 - Independent Assessments.....Barry Allen
 - Backlog ReductionBarry Allen
 - Safety Culture..... Mark Bezilla
 - Other Site Assessments Mark Bezilla
 - Oversight Perspective.....Ray Hruby

Plant Performance



Barry Allen
Director - Site Operations

People with a strong safety focus delivering top fleet operating performance



•Plant Status

- ~100% power
- ~ 925 Mwe
- 51 continuous days of service
- Capacity Factor - 96.2%
- 86 Human Performance success days

Plant Performance



NRC Commissioner Plant Tour

•Noteworthy items

- July 16 - 2nd Quarter QA Exit
- July 19 - Visit by NRC Commissioner/ FirstEnergy President and CEO
- July 20 - Conducted monthly Safety Culture assessment
- July 20 - NRC Inspection Team SC/SCWE follow-up
- July 22 - Successfully completed Emergency Plan Drill
- July 26 - Training Technical Programs Accreditation Renewal Alignment Session
- July 27 - Radiological Environmental Monitoring Program (REMP) and (Radiological) Access Control NRC Inspection

Plant Performance

•Noteworthy items (continued)

- July 27 - New FENOC Leadership Charge session
- July 28 - Teamwork Ownership and Pride (TOP) Team meeting
- July 29 - Quarterly FENOC performance review meeting (Akron)
- July 29 - Site Training Advisory Committee (STAC) meeting
- July 30 - Mid-cycle outage readiness review meeting



Emergency Plan Drill

Plant Performance

•Noteworthy items (continued)



**Staff Director of the Senate Subcommittee
on Clean Air, Climate Change and
Nuclear Safety**

- August 4 - Visit by U.S. Senator Staff Director
- August 4 - Reactor Trip (Latent Fuse Failure)
- August 5 - Visit by INPO Senior Representative
- August 6 - Conducted Restart Readiness Review meeting
- August 8 - Safe plant restart
- August 11 - Visit by INPO Vice President, Training and Accreditation

Plant Performance

•Noteworthy items (continued)

- August 13 - Routine NRC Resident Exit and SCWE Exit
- Week of August 16 - Operations Performance Assessment
- August 16 & 17 - "Alliance" meeting in Atlanta between FENOC and GE
- August 18 - Performed a Safety Culture Assessment
- August 20 - Monthly Performance Review Meeting



Complying with the NRC Security Orders

Plant Performance

•Noteworthy items (continued)

- August 23 - Implemented “New” FENOC Organization
- August 28 - Hosted Erie and Ottawa County State and Local Law Enforcement Training
- August 30 - NRC Triennial Fire Protection Inspection
- August 30 - Upgraded Radiological Access Control software
- August 30 - Implemented new standards in Turbine Building radiological controls



NRC Regional Administrator Visit

Plant Performance

•Noteworthy items (continued)

- September 3 - Superintendents and managers attended Leadership in Action refresher training
- September 8 - NRC Regional Administrator and the NRC Director of Reactor Projects Division Plant Tour and 2004 RO/SRO Recognition Dinner
- September 9 - Independent External Assessment of Performance
- September 13 - Corrective Action Program Implementation Assessment Commenced
- September 16 - Successfully completed Emergency Plan Drill



RO/SRO Recognition Dinner

Conclusion

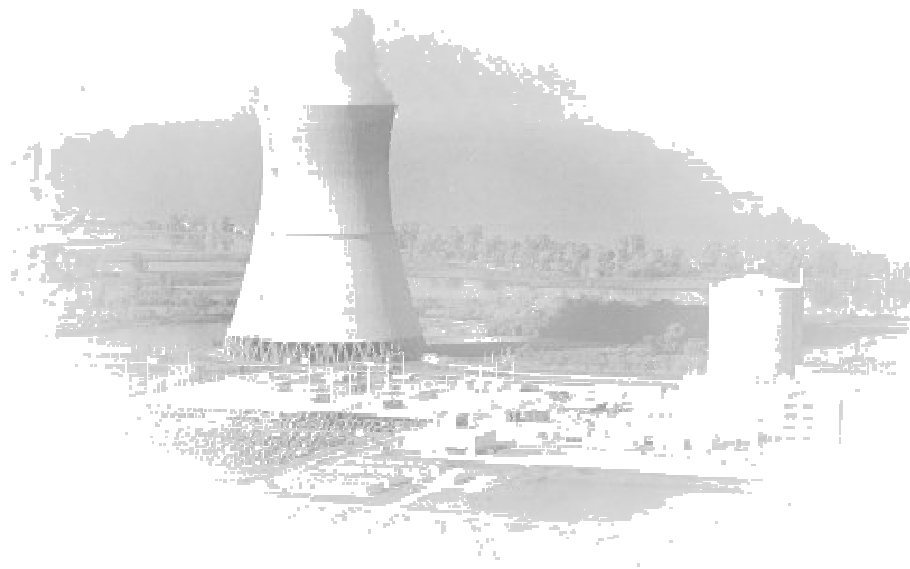
FENOC

Strategic Objectives:

- ▶ Safe Plant Operations
- ▶ People Development and Effectiveness
- ▶ Improved Outage Performance
- ▶ Excellent Materiel Condition
- ▶ Fleet Efficiency and Effectiveness

- Davis-Besse's operations continue to be safe and conservative

Davis-Besse's New Organization



Mark Bezilla
Vice President

FirstEnergy® Davis-Besse's New Organization

VP - Oversight

Manager - Nuclear Oversight Ray Hruby

BS - Nuclear Engineering
SRO License - BV
22 years experience

Vice President - Davis-Besse Mark Bezilla

BS - Nuclear Engineering Technology
AS - Nuclear Engineering Technology
SRO License - Three Mile Island Unit 1
SRO License - DB
28 years experience

Director - Engineering Steve Loehlein

BS - Mechanical Engineering
Professional Engineer, Pennsylvania
SRO Equivalency Certification - SNUPPS plant
21 years experience

Director - Site Operations Barry Allen

MS - Civil Engineering
SRO Certification - ANO-2
Professional Engineer, Arkansas
20 years experience

Director - Performance Improvement Bob Schrauder

BS - Nuclear Engineering
SRO Certification - PNPP
28 years experience

Manager - Site Protection Dave Kline

AS - Criminal Justice
BS - Human Resource Management
17 years experience

Manager - Design Engineering John J. Grabnar

MBA
BS - Civil Engineering
SRO License - PNPP
PE - State of Ohio
19 years experience

Manager - Chemistry

Pat McCloskey
MS - Environmental Management
SRO Certification - DBNPS
Class III, State of Ohio, Operator
18 years experience

Manager - Operations

Kevin Ostrowski
BS - Engineering
BS - Physics
SRO License - BV
23 years experience

Manager - Training

Mark Trump
BS - Nuclear Engineering
SRO License - TMI Unit 1
25 years experience

Manager - Plant Engineering Brian Boles

BS - Mechanical Engineering
SRO License - PNPP
19 years experience

Manager - Radiation Protection Lynn Harder

AS - Nuclear Power Technology
BS - Management and Organizational Development
28 Years of Experience

Manager - Work Management William A. Mugge

BS - Electrical Engineering
SRO License - DBNPS
17 years experience

Manager - Regulatory Compliance Clark Price

BS - Business Administration
26 years experience

Manager - Technical Services Engineering Bob Hoyland

BS - Aerospace Engineering
16 years experience
PE - State of Ohio

Manager - Maintenance

Mike Stevens
BS - Mechanical Engineering Technology
SRO Certification
19 years experience

Manager - Outage Management William Bentley (A)

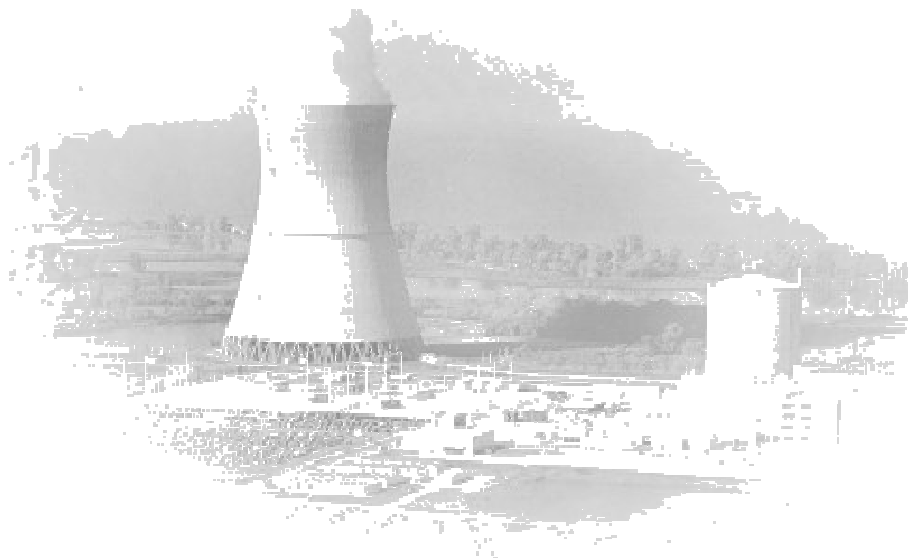
BS - Chemistry
MBA
SRO License - DBNPS
14 years experience

Manager - Special Projects Chuck Hawley

BS - Mechanical Engineering
SRO License - DBNPS
30 years experience

■ New in Position

Collective Significance Review Operations Assessment



Kevin Ostrowski
Manager - Plant Operations

Collective Significance Review Operations Assessment

- Purpose
 - Performed a Collective Significance Review of five performance related issues



Collective Significance Review

Operations Assessment

- Team makeup:
 - Davis-Besse Operations personnel
 - Training and Performance Improvement personnel
 - Perry Operations personnel
 - Industry peers

Collective Significance Review

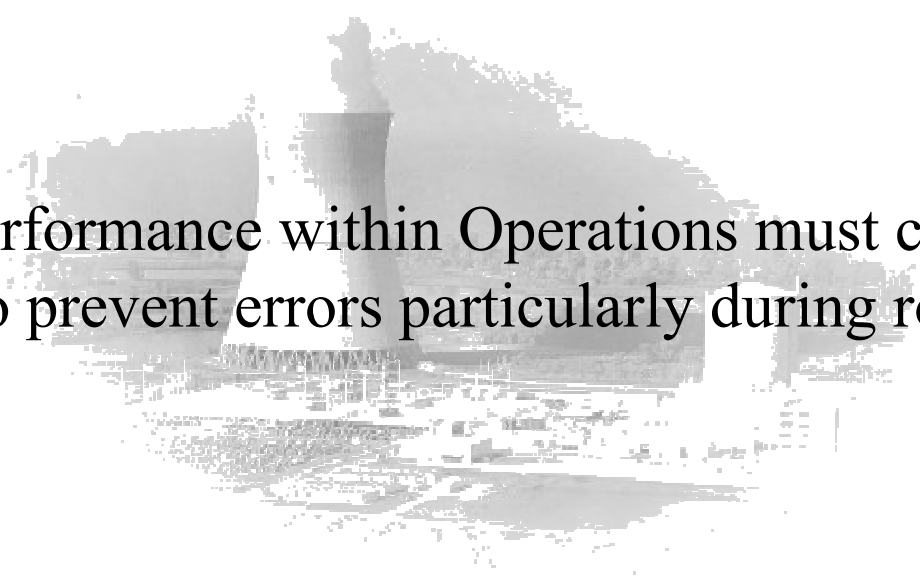
Operations Assessment

- Scope

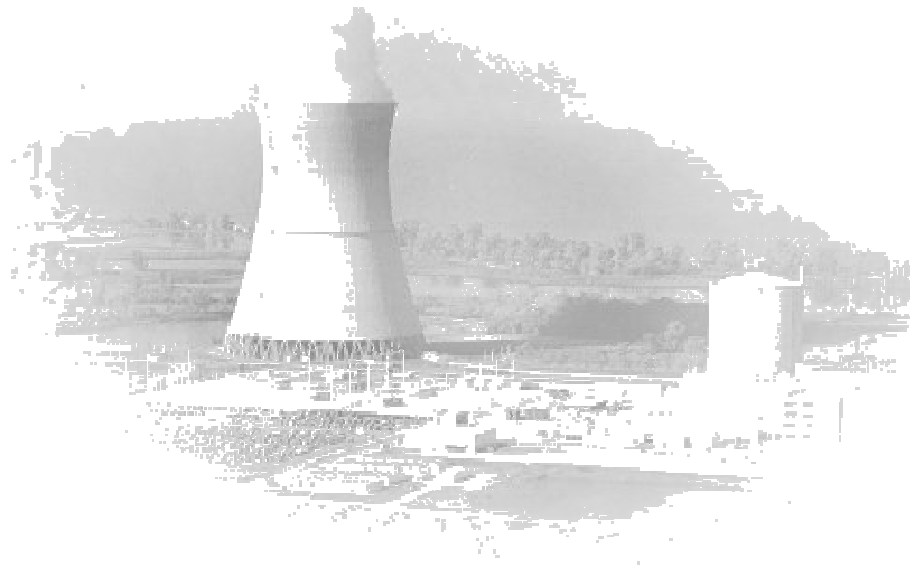
- Conducted July 23 - July 29, 2004
- Assessed data associated with five Technical Specification related condition reports in terms of commonality with respect to:
 - Situational and circumstantial event conditions
 - Resultant problems/errors
 - Identified causes and contributors
 - Corrective action identification and implementation status
 - Other miscellaneous factors

Collective Significance Review Operations Assessment

- Conclusion
 - Human Performance within Operations must continue to improve to prevent errors particularly during routine activities



Independent Assessments



Barry Allen
Director - Site Operations

Independent Assessments Confirmatory Order Action Plan

•2004 Schedule

- Operations Performance (August)
- Corrective Action Program Implementation (September)
- Engineering Program Effectiveness (October)
- Organizational Safety Culture, including SCWE (November)

Independent Assessments

Operations Performance

•Purpose

- Conduct an annual comprehensive, independent outside assessment of Operations
 - Assess the rigor, criticality, and overall quality of the Davis-Besse internal self-assessment activities in this performance area
 - Identify areas for improvement, requiring corrective actions with action plans, and observations for other improvement opportunities

Independent Assessments

Operations Performance

- Scope
 - Evaluate
 - Shift turnovers
 - Control manipulations
 - Communications
 - Interdepartmental interfaces
 - Procedural use
 - Awareness of plant and equipment status and workarounds
 - Pre-job/activity briefings
 - Non-shift Operations management interface and oversight
 - Shift management command and control
 - Shift management's evaluation, prioritization, and disposition of maintenance activities and emergent issues
 - Operations behaviors in the areas of questioning attitude and safety
 - Shift handling of off-normal operations
 - Observation of operator simulator training to compare crew performance, demeanor, and communication skills with actual control room operations

Independent Assessments

Operations Performance

•Review and Assess

- Selective Condition Reports related to Operation's Department performance
- Selected procedures and documents
- Number of Self-Assessments associated with Operations
- Quarterly Quality Assessments that evaluated Operations performance
- Effectiveness of Self-Assessment capability
- Self-Assessment findings
- Aggressiveness of Operations in correcting Self-Assessment findings

Independent Assessments

Operations Performance

- Team's observations
 - Efforts to improve standards and behaviors are having a positive effect
 - Understanding of standards, behaviors, and expectations are uniform
 - Expectations for procedure usage and place keeping are well known
 - Operators consistently performed in a professional manner
 - Nuclear Review Board and Nuclear Quality Assurance assessments are factual, in-depth, and accurate and paralleled the independent assessment team's findings
 - Training exhibited both strengths and areas for improvement

Independent Assessments

Operations Performance

- Team's observations (continued)
 - Face to face communication between Operation's management and the staff needs to improve
 - Some Operation's personnel do not fully understand the work schedule process
 - A plan to reduce the number of open operations procedure revision requests needs developed
 - Some cause determinations do not go deep enough
 - Two Operation's internal assessments were not as thorough as they could have been

Independent Assessments Operations Performance

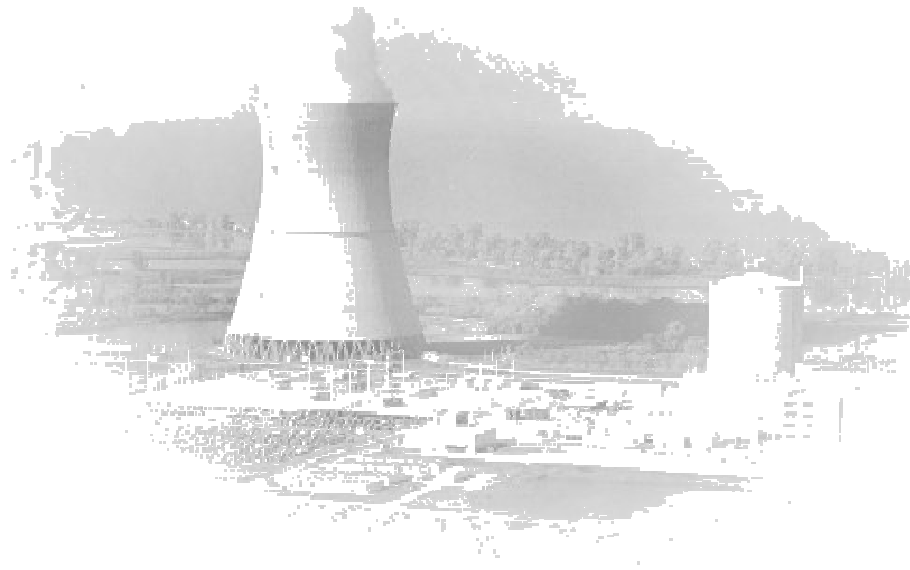
- 
- A faded, grayscale image of a nuclear reactor building with two large cooling towers, serving as a background for the text.
- Summary
 - Assessment confirmed our beliefs
 - Improvements noted in Operations performance
 - Action Plans are being developed

Independent Assessments

Corrective Action Program Implementation

- Corrective Action Program Implementation independent assessment started September 13
 - Team comprised of independent contractors and peers
 - Length: ~ 3 weeks
 - Debrief scheduled for October 1

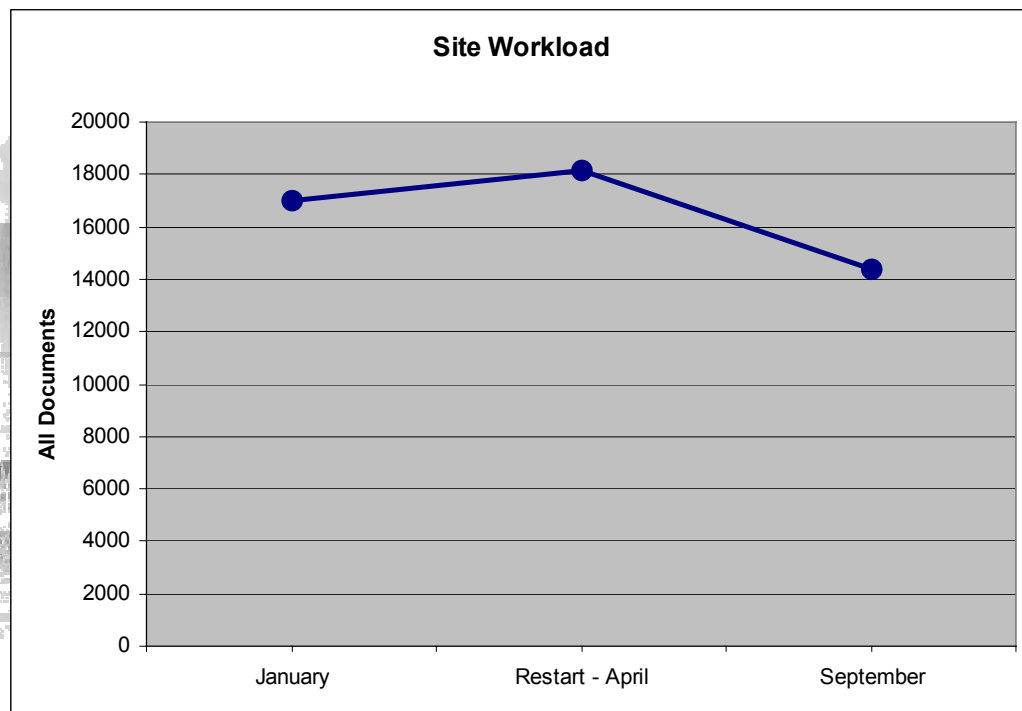
Backlog Reduction



Barry Allen
Director - Site Operations

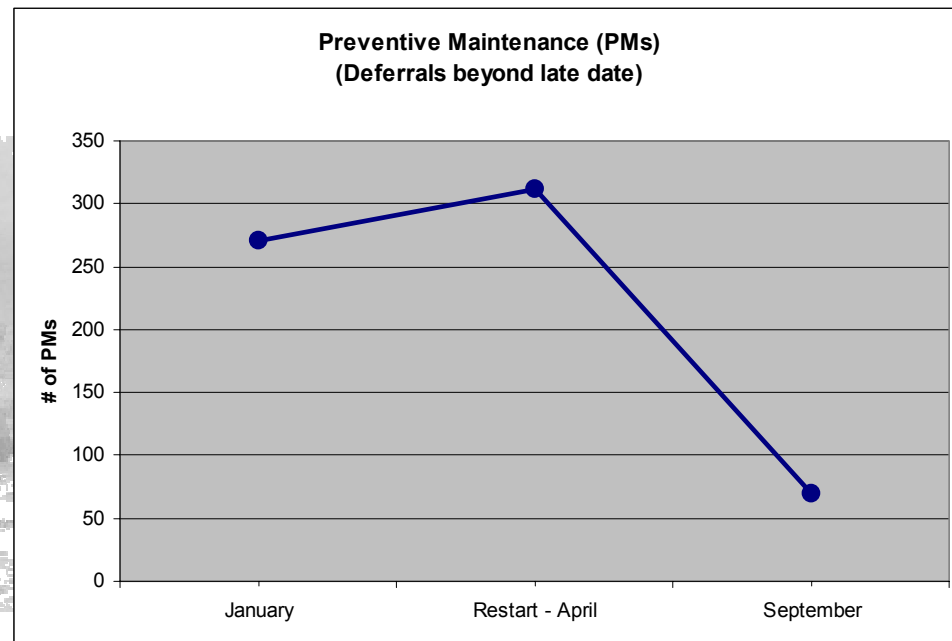
Backlog Reduction

- Site Workload
(all documents)
 - Peak: April 2004 - 18,124
 - September 2004 - 14,398



Backlog Reduction

- Preventive Maintenance
 - Peak: May 2004 - 312
 - September 2004 - 70



Backlog Reduction

- **Corrective Action Documents**

- **Condition Reports**

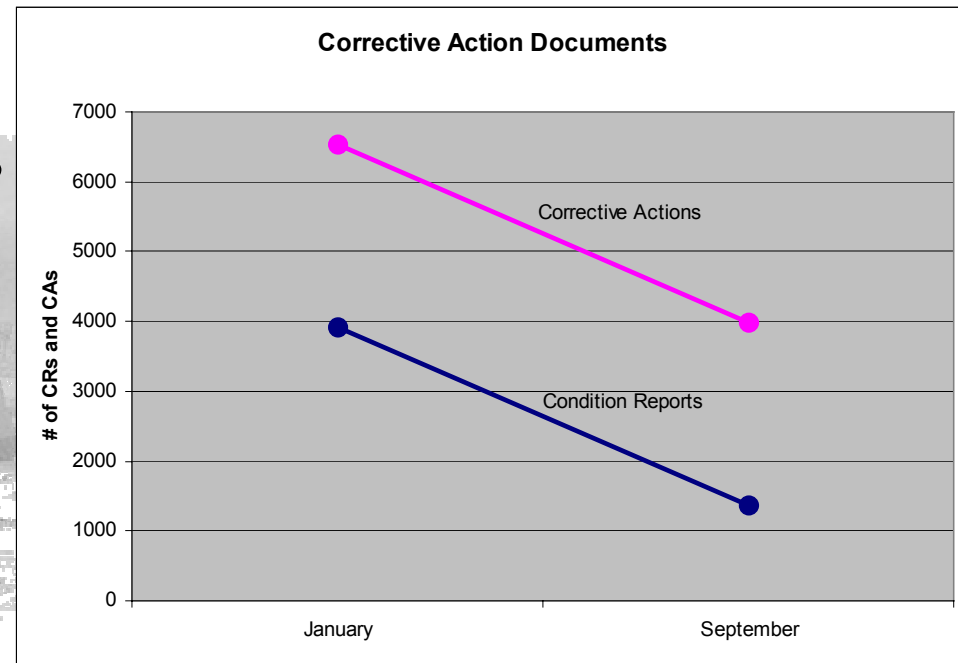
- January 2004 - 3,921

- September 2004 - 1,355

- **Corrective Actions**

- January 2004 - 6,522

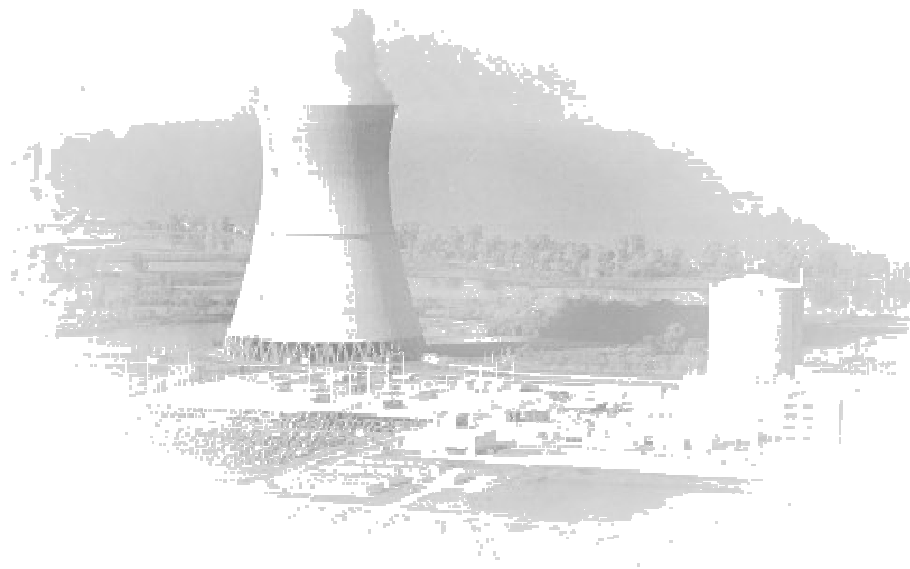
- September 2004 - 3,974



Actions for Continuous Improvement

- Integrated Restart Report dated November 23, 2003
& Supplement to report dated February 6, 2004
 - Appendix A Commitments 38
 - Closed to date 27
- Cycle 14 Operational Improvement Plan
 - Appendix D Commitments 94
 - Closed to date 54
- Confirmatory Order
 - Commitments 6

Safety Culture



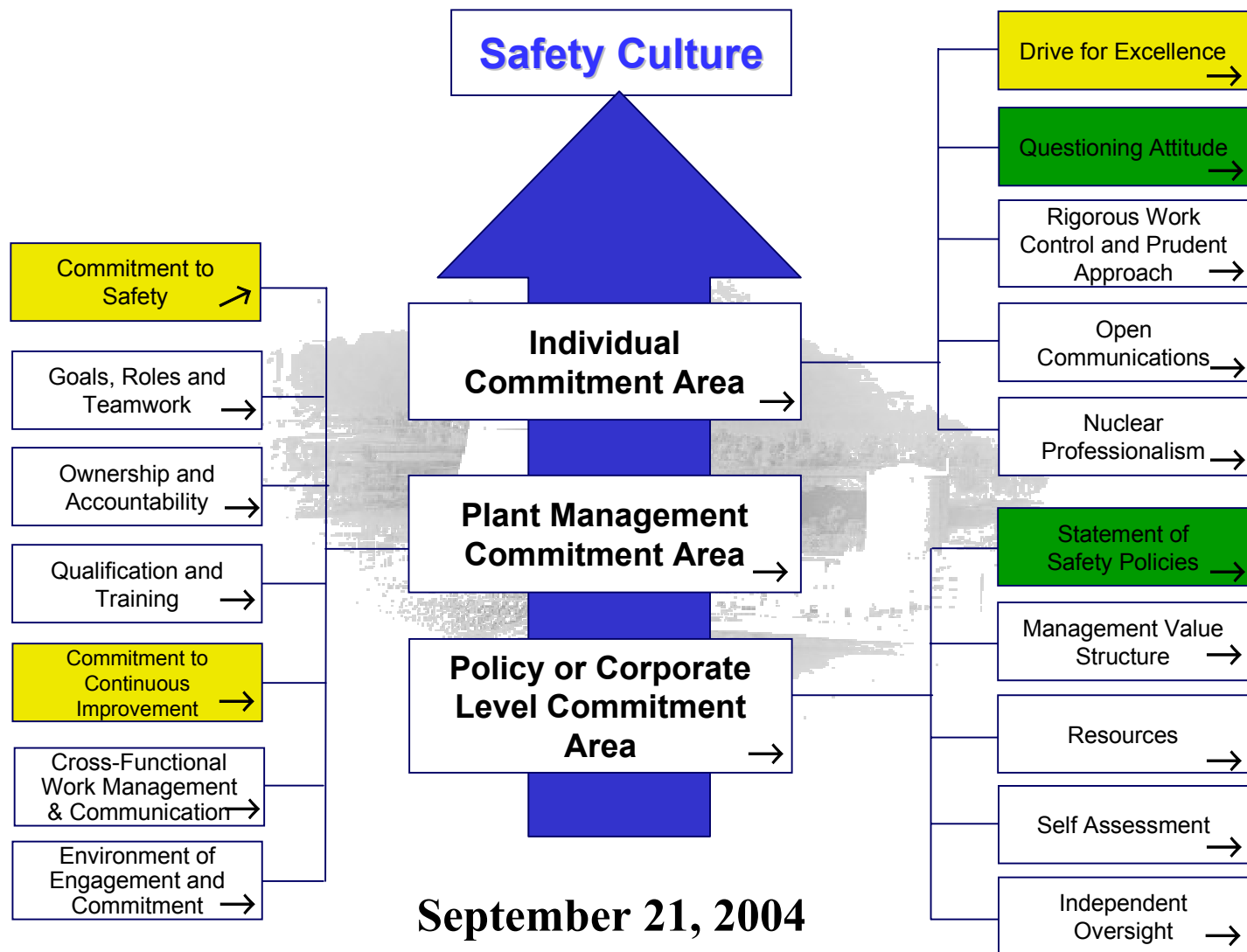
Mark Bezilla
Vice President

Independent Assessments

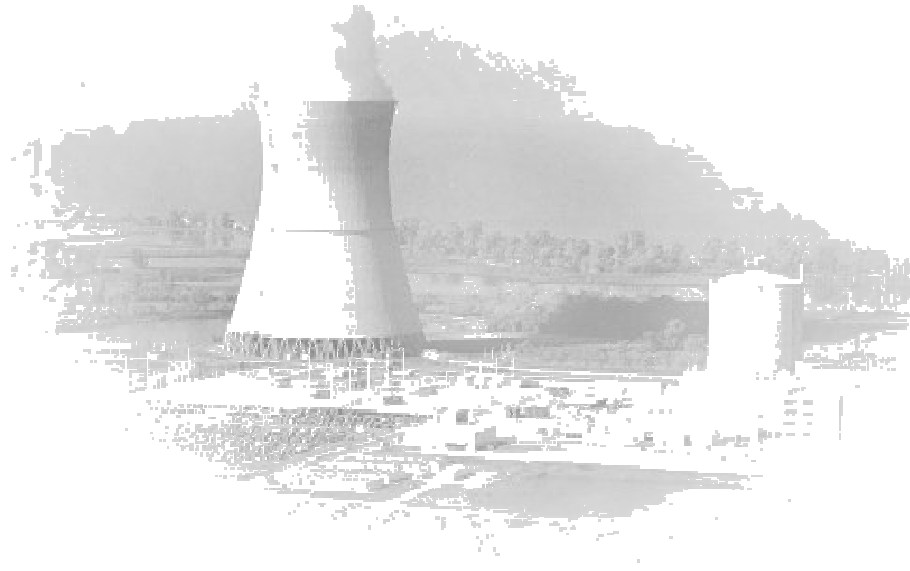
Monthly Safety Culture Assessment

- Conducted monthly assessments in July, August, & September
- Overall Commitment Areas rated as 'Maintained'
- Conclusions (September Assessment)
 - Improvements noted in 'Visible commitment to safety...'
 - Teamwork evident (e.g., Duty Team, Problem Solving, Response to Emergent Issues)
 - Continue to communicate, communicate, communicate

Safety Culture - FENOC Model



Other Site Assessments



Mark Bezilla
Vice President

Other Site Assessments

Integrated Emergency Plan Drills

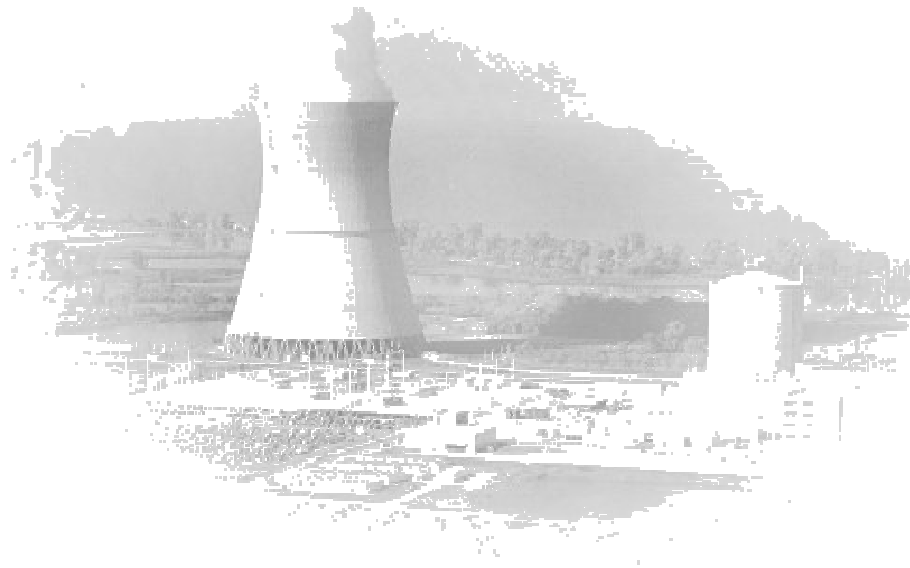
- Completed two Integrated Emergency Plan Drills
 - July 22 and September 16
 - Observed by NRC Residents and County Officials
 - Successfully evacuated nonessential personnel from the protected area to perform accountability (July 22)
 - Qualified new (6 in July and 5 in September) ERO members
 - Successful drills

Other Site Assessments

Triennial NRC Fire Protection Audit

- Three week audit (August 30 - September 17)
- No significant technical issues found
- Observations
 - Good working relations between Engineering and Operations
 - Good support and response (to the team's questions)
 - Follow-up required on two items

Oversight Perspective



Ray Hruby

Manager – Nuclear Oversight - DB

Oversight Perspective

- Positive Trends

- DB Organization Response to Emergent Issues
- Improvements in Management Focus on Health of Site Training Programs
- Overall Site Document Backlog Reduction
- Organization Responsiveness to Quality Assurance and Quality Control Concerns

Oversight Perspective

- New Focus Area
 - Implementation of New FENOC Organization
- Continued Focus Areas
 - Procedure Use, Adherence, and Content
 - Personnel Training and Qualifications
 - Corrective Action Program implementation
 - Vendor Control
 - Preventive Maintenance Deferrals and Backlog

Oversight Perspective

- Future Focus Areas

- Implementation of Training Improvements
- Mid-cycle Outage Preparation
- Emergency Plan Drills
- Safety Conscious Work Environment Survey and Safety Culture Assessment

Closing Comments

FENOC Vision:

People with a strong safety focus
delivering top fleet operating
performance

Mark Bezilla
Vice President