



UNITED STATES  
NUCLEAR REGULATORY COMMISSION  
REGION IV  
611 RYAN PLAZA DRIVE, SUITE 400  
ARLINGTON, TEXAS 76011-8064

JUL 18 2000

Jerry Yelverton, Chief Executive Officer  
Entergy Operations, Inc.  
P.O. Box 31995  
Jackson, Mississippi 39286-1995

SUBJECT: NRC/ENTERGY OPERATIONS, INC. MANAGEMENT MEETING

Dear Mr. Yelverton:

This refers to our meeting conducted at your Echelon One Auditorium in Jackson, MS on June 21, 2000. At this meeting NRC and your management staff discussed the individual performance of your facilities over the past year. In addition, we discussed our perspectives of your performance including issues specific to the Office of Nuclear Reactor Regulation and Region IV.

In accordance with Section 2.790 of the NRC's "Rules of Practice," Part 2, Title 10, Code of Federal Regulations, a copy of this letter will be placed in the NRC's Public Document Room.

Should you have any questions concerning this matter, we will be pleased to discuss them with you.

Sincerely,

  
Ken Brockman, Director  
Division of Reactor Projects

Docket Nos:  
ANO: 50-313; 50-368  
GG: 50-416  
RBS: 50-458  
WAT: 50-382

License Nos.:  
ANO: DPR-51; NPF-6  
GG: NPF-29  
RBS: NPF-47  
WAT: NPF-38

Entergy Operations, Inc.

-2-

Enclosures:

1. Attendance List
2. Licensee Presentation
3. Region IV Presentation

cc:

William A. Eaton, Vice President  
Operations - Grand Gulf Nuclear Station  
Entergy Operations, Inc.  
P.O. Box 756  
Port Gibson, Mississippi 39150

Randal K. Edington, Vice President - Operations  
River Bend Station  
Entergy Operations, Inc.  
P.O. Box 220  
St. Francisville, Louisiana 70775

Charles M. Dugger, Vice President  
Operations - Waterford 3  
Entergy Operations, Inc.  
17265 River Road  
Killona, Louisiana 70066-0751

Executive Vice President  
& Chief Operating Officer  
Entergy Operations, Inc.  
P.O. Box 31995  
Jackson, Mississippi 39286-1995

Vice President  
Operations Support  
Entergy Operations, Inc.  
P.O. Box 31995  
Jackson, Mississippi 39286-1995

Manager, Washington Nuclear Operations  
ABB Combustion Engineering Nuclear  
Power  
12300 Twinbrook Parkway, Suite 330  
Rockville, Maryland 20852

County Judge of Pope County  
Pope County Courthouse  
100 West Main Street  
Russellville, Arkansas 72801

Entergy Operations, Inc.

-3-

Winston & Strawn  
1400 L Street, N.W.  
Washington, DC 20005-3502

David D. Snellings, Jr., Director  
Division of Radiation Control and  
Emergency Management  
Arkansas Department of Health  
4815 West Markham Street, Mail Slot 30  
Little Rock, Arkansas 72205-3867

Manager  
Rockville Nuclear Licensing  
Framatome Technologies  
1700 Rockville Pike, Suite 525  
Rockville, Maryland 20852

Wise, Carter, Child & Caraway  
P.O. Box 651  
Jackson, Mississippi 39205

Sam Mabry, Director  
Division of Solid Waste Management  
Mississippi Department of Natural  
Resources  
P.O. Box 10385  
Jackson, Mississippi 39209

President, District 1  
Claiborne County Board of Supervisors  
P.O. Box 339  
Port Gibson, Mississippi 39150

General Manager  
Grand Gulf Nuclear Station  
Entergy Operations, Inc.  
P.O. Box 756  
Port Gibson, Mississippi 39150

The Honorable Richard Ieyoub  
Attorney General  
Department of Justice  
State of Louisiana  
P.O. Box 94005  
Baton Rouge, Louisiana 70804-9005

Entergy Operations, Inc.

-4-

Office of the Governor  
State of Mississippi  
Jackson, Mississippi 39201

Mike Moore, Attorney General  
Frank Spencer, Asst. Attorney General  
State of Mississippi  
P.O. Box 22947  
Jackson, Mississippi 39225

Dr. F. E. Thompson, Jr.  
State Health Officer  
State Board of Health  
P.O. Box 1700  
Jackson, Mississippi 39205

Robert W. Goff, Program Director  
Division of Radiological Health  
Mississippi Dept. of Health  
P.O. Box 1700  
Jackson, Mississippi 39215-1700

Director, Nuclear Safety  
and Regulatory Affairs  
Entergy Operations, Inc.  
P.O. Box 756  
Port Gibson, Mississippi 39150

Vice President, Operations  
Grand Gulf Nuclear Station  
Entergy Operations, Inc.  
P.O. Box 756  
Port Gibson, Mississippi 39150

General Manager  
Plant Operations  
River Bend Station  
Entergy Operations, Inc.  
P.O. Box 220  
St. Francisville, Louisiana 70775

Director - Nuclear Safety  
River Bend Station  
Entergy Operations, Inc.  
P.O. Box 220  
St. Francisville, Louisiana 70775

Entergy Operations, Inc.

-5-

Manager - Licensing  
River Bend Station  
Entergy Operations, Inc.  
P.O. Box 220  
St. Francisville, Louisiana 70775

H. Anne Plettinger  
3456 Villa Rose Drive  
Baton Rouge, Louisiana 70806

President  
West Feliciana Parish Police Jury  
P.O. Box 1921  
St. Francisville, Louisiana 70775

Ronald Wascom, Administrator  
and State Liaison Officer  
Department of Environmental Quality  
P.O. Box 82135  
Baton Rouge, Louisiana 70884-2135

General Manager, Plant Operations  
Waterford 3 SES  
Entergy Operations, Inc.  
17265 River Road  
Killona, Louisiana 70066-0751

Manager - Licensing Manager  
Waterford 3 SES  
Entergy Operations, Inc.  
17265 River Road  
Killona, Louisiana 70066-0751

Chairman  
Louisiana Public Service Commission  
One American Place, Suite 1630  
Baton Rouge, Louisiana 70825-1697

Director, Nuclear Safety &  
Regulatory Affairs  
Waterford 3 SES  
Entergy Operations, Inc.  
17265 River Road  
Killona, Louisiana 70066-0751

Entergy Operations, Inc.

-6-

Ronald Wascom, Administrator  
and State Liaison Officer  
Louisiana Department of Environmental Quality  
P.O. Box 82215  
Baton Rouge, Louisiana 70884-2215

Parish President  
St. Charles Parish  
P.O. Box 302  
Hahnville, Louisiana 70057

ENCLOSURE 1  
ATTENDANCE LIST

**NRC/EOI**  
**SENIOR MANAGEMENT MEETING**

June 21, 2000  
7:30 a.m. - 2:30 p.m.  
Echelon One Auditorium; Jackson, MS

**ATTENDANCE LIST**

**ENTERGY OPERATIONS, INC.**

Jerry Yelverton, EOI CEO  
John McGaha, EOI President

Gary Taylor, EOI COO

Bill Eaton, VP, Operations, GGNS  
Randy Edington, VP, Operations, RBS  
Craig Anderson, VP, Operations, ANO  
Larry Dale, VP, Operations Support (acting)  
Randy Hutchinson, SR VP, ENI  
Fred Titus, VP, Engineering  
Bill Campbell, VP, Engineering  
Joe Blount, General Attorney – Generation  
Early Ewing, General Manager, W-3  
Dwight Mims, General Manager, RBS  
Joe Venable, General Manager, GGNS  
Greg Pierce, Director, Oversight, Corporate  
Bob Heublein, Manager, Corporate Assmts.  
Mike Krupa, Director, NS&L, Corporate  
Everett (Chip) Perkins, Director, NSA, W-3  
Jerry Roberts, Director, NSA, GGNS  
Rick King, Director, NSA, RBS  
Jimmy Vandergrift, Director, NSA, ANO  
Joe Leavines, Manager Licensing, RBS  
Mike Brandon, Manager, Licensing, W-3

Drew Bottemiller, Manager, Licensing, GGNS  
Jeanne Kenney, Director, Business Services  
Adrienne Smith, NS&L, Corporate  
Les England, NS&L, Corporate

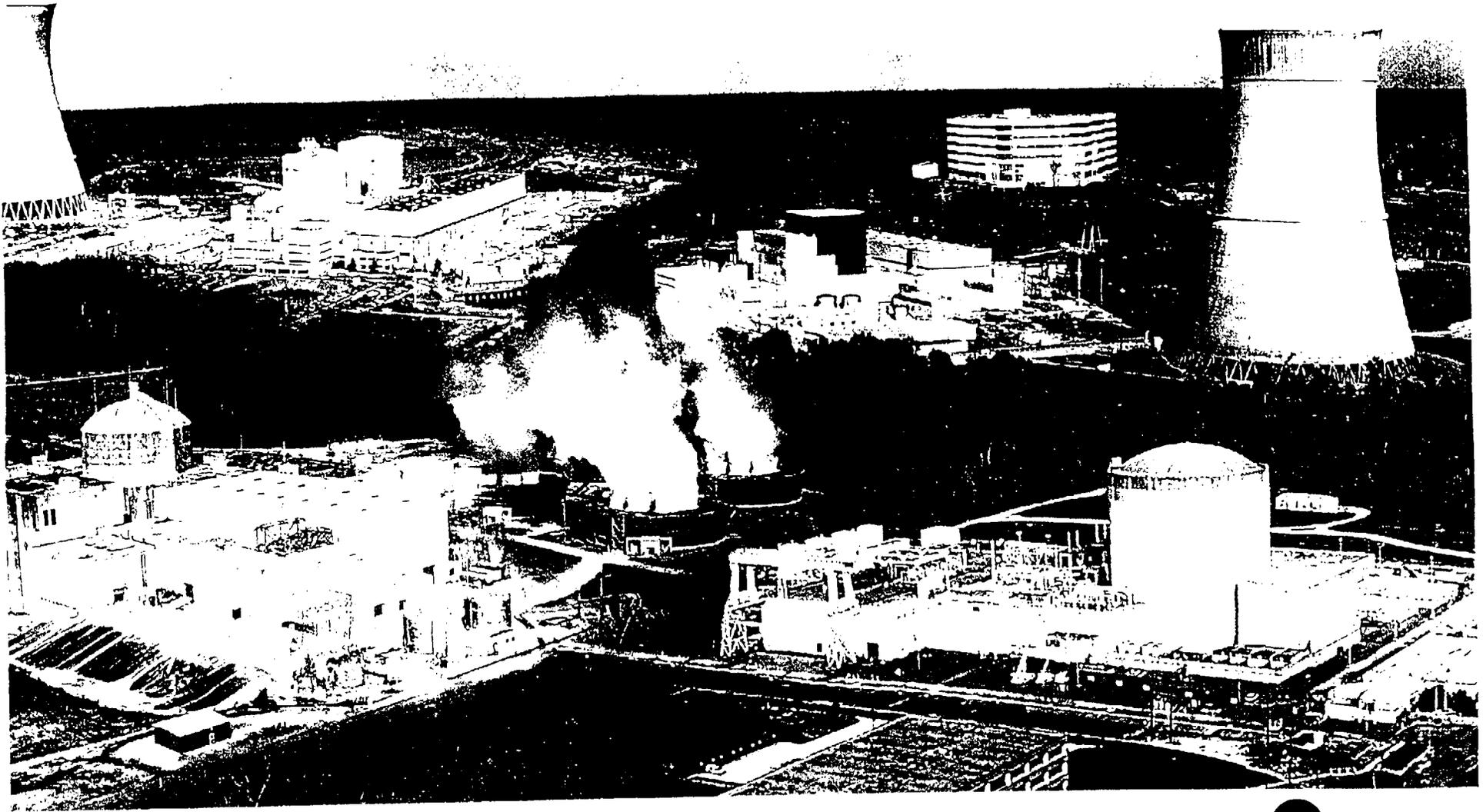
**NUCLEAR REGULATORY COMMISSION**

Ellis Merschoff, Regional Administrator, Region IV  
Jon Johnson, Associate Director Inspection &  
Programs, NRR

Ken Brockman, Director, Division of Reactor Projects,  
Region IV

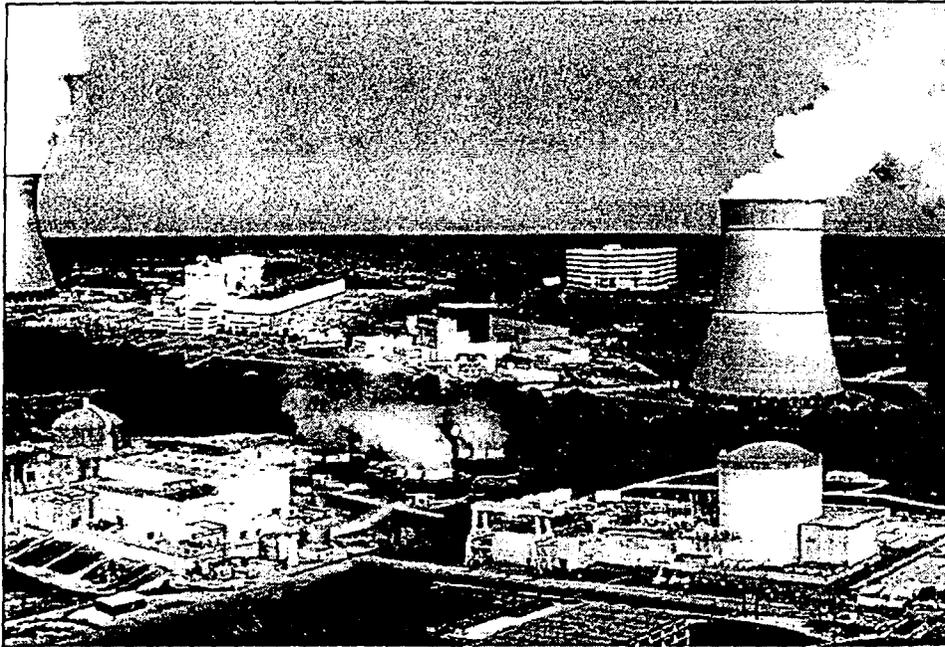
Phil Harrell, Branch Chief (D), Region IV, ANO  
Bill Johnson, Branch Chief(B), Region IV, RBS  
Joe Tapia, Branch Chief(A), Region IV, GGNS  
Linda Smith, Branch Chief (E) Region IV, W3  
Russell Bywater, Senior Resident , ANO  
Peter Alter, Senior Resident, GGNS  
Tom Farnholtz, Senior Resident, W-3

ENCLOSURE 2  
LICENSEE PRESENTATION



*June 21, 2000 EOI/NRC Senior Management Meeting*





June 21, 2000 EO/NRC Senior Management Meeting



---

Entergy Operations/NRC  
Senior Management Meeting

June 21, 2000



**MEETING AGENDA**  
**Morning Session**

---

7:00	Early Morning Coffee	
<b>7:30</b>	<b>Welcome &amp; Introductions</b>	<b>Jerry Yelverton</b>
7:35	1999 Review of Plant Performance	Gary Taylor
8:00	NRR Perspectives	Jon Johnson
8:20	Regional Issues	Ellis Merschoff
8:40	NRR Issues	John Zwolinski
9:00	Break	
9:15	ANO Performance	Craig Anderson Phil Harrell, et. al
10:05	Grand Gulf Performance	Bill Eaton Joe Tapia, et. al.
10:55	River Bend Performance	Randy Edington Bill Johnson, et. al.
11:45	Waterford-3 Performance	Early Ewing Linda Smith, et. al



**MEETING AGENDA**  
**Afternoon Session**

---

1:20	Entergy Business Activities	Randy Hutchinson
1:40	Review of Entergy Oversight	Greg Pierce
2:00	Entergy Renewal Program	John McGaha
2:20	Closing Remarks/Adjourn	Entergy/NRC



---

## ***Welcome and Introductions***

Jerry Yelverton  
Chief Executive Officer



---

## **Goals for Today's Meeting**

- ◆ Herald our successes
- ◆ Recognize our challenges
- ◆ Discuss our initiatives
- ◆ Understand each others points of view
- ◆ Look into the future
- ◆ Dialogue



# Executive Management Team



**MEETING AGENDA  
Morning Session**

---

7:00	Early Morning Coffee	
7:30	Welcome & Introductions	Jerry Yelverton
<b>7:35</b>	<b>1999 Review of Plant Performance</b>	<b>Gary Taylor</b>
8:00	NRR Perspectives	Jon Johnson
8:20	Regional Issues	Ellis Merschoff
8:40	NRR Issues	John Zwolinski
9:00	Break	
9:15	ANO Performance	Craig Anderson Phil Harrell, et. al
10:05	Grand Gulf Performance	Bill Eaton Joe Tapia, et. al.
10:55	River Bend Performance	Randy Edington Bill Johnson, et. al.
11:45	Waterford-3 Performance	Early Ewing Linda Smith, et. al.



---

**1999 REVIEW OF  
PLANT PERFORMANCE**

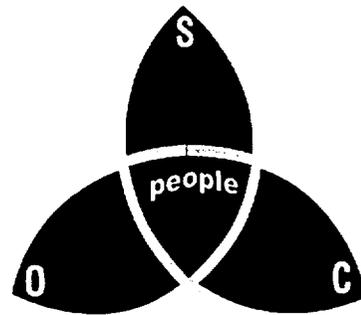
Gary Taylor  
Senior Vice President &  
Chief Operating Officer - EOI



## Four Nuclear Cornerstones:

---

- ◆ Safety
- ◆ Operation
- ◆ Cost
- ◆ People

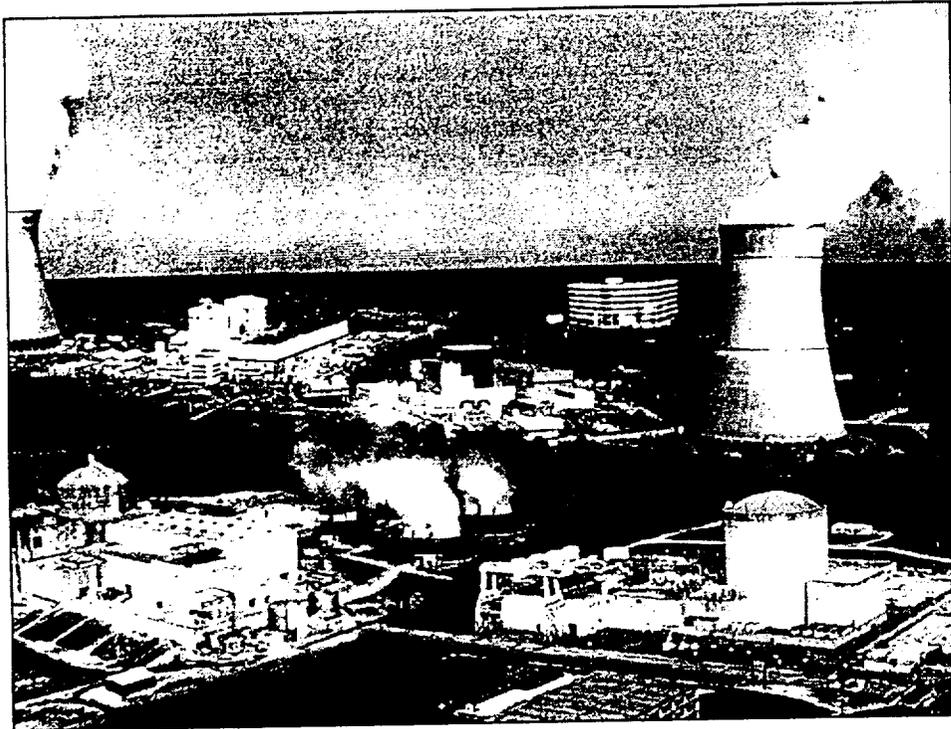


## EOI Overview

---

- ◆ EOI philosophy is to operate as a virtual 5-Unit site
  - Top Decile Performance
  - leverage size and resources
  - standardize processes
  - attract and retain top nuclear talent
  - improve competitiveness of sites





## ***1999 Company Highlights***

---

- ◆ ANO Best Ever Year
  - Set World record refuel outage duration for B&W reactor
- ◆ Successfully managed River Bend fuel issue
- ◆ Completed the last LP upgrade at Grand Gulf gaining 11 Mwe
- ◆ Renewal

## ***1999 Company Highlights***

---

- ◆ Single QA Program
- ◆ Y2K Rollover
- ◆ Leadership Development



## ***1999 Company Highlights***

---

- ◆ Reactor Oversight Process
- ◆ Entergy System Working Relationship
  - EMO
  - Transmission



## ***1999 Operating Challenges***

---

- ◆ Capacity Factor
  - Refuel outages at all units
  - River Bend fuel
  - Grand Gulf MSIVs and CT issues
  - Waterford RCP Baffle
- ◆ Equipment Reliability



## ***1999 Company Challenges***

---

- ◆ Renewal
- ◆ Human Performance
- ◆ Nuclear changing from a Mature Business to a Growth Business



## ***2000 Challenges***

---

- ◆ ANO 2 Steam Generator Replacement
- ◆ River Bend Power Up-rate
- ◆ Bench Strength
- ◆ Transition to Competition
- ◆ Safety System Performance



## ***2000 Performance Focus***

---

- ◆ Five Achievement Anchors
  - Equipment Performance/Reliability - F. Titus
  - Learning Organization - G. Taylor
  - Human Performance - J. McGaha
  - Developing People - C. Anderson
  - Outage Performance - C. Dugger



## ***2000 Safety and Operating Goals***

---

- ◆ SSFF
- ◆ Performance Indicators  
(Based on WANO)
- ◆ Man-Rem
- ◆ Industrial Safety Index
- ◆ Capacity Factor
- ◆ Outage Duration



---

The Challenge to Top Decile



**MEETING AGENDA  
Morning Session**

---

7:00	Early Morning Coffee	
7:30	Welcome & Introductions	Jerry Yelverton
7:35	1999 Review of Plant Performance	Gary Taylor
<b>8:00</b>	<b><i>NRR Perspectives</i></b>	<b><i>Jon Johnson</i></b>
8:20	Regional Issues	Ellis Merschoff
8:40	NRR Issues	John Zwolinski
9:00	Break	
9:15	ANO Performance	Craig Anderson Phil Harrell, et. al
10:05	Grand Gulf Performance	Bill Eaton Joe Tapia, et. al.
10:55	River Bend Performance	Randy Edington Bill Johnson, et. al.
11:45	Waterford-3 Performance	Early Ewing Linda Smith, et. al.



---

***NRR PERSPECTIVES***

Jon Johnson  
Associate Director  
Inspection & Programs, NRR



EOI / NRC SENIOR MANAGEMENT MEETING

NRR PERSPECTIVES

JON R. JOHNSON

Associate Director for Inspection and Programs

Office of Nuclear Reactor Regulation

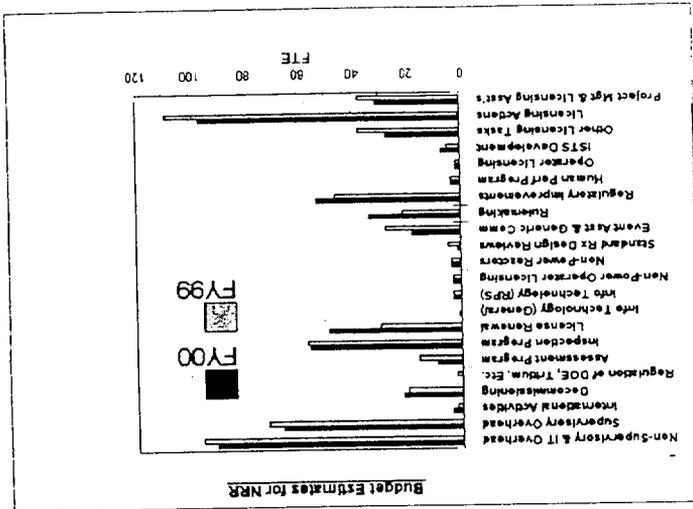
June 21, 2000

Nuclear Regulatory Commission

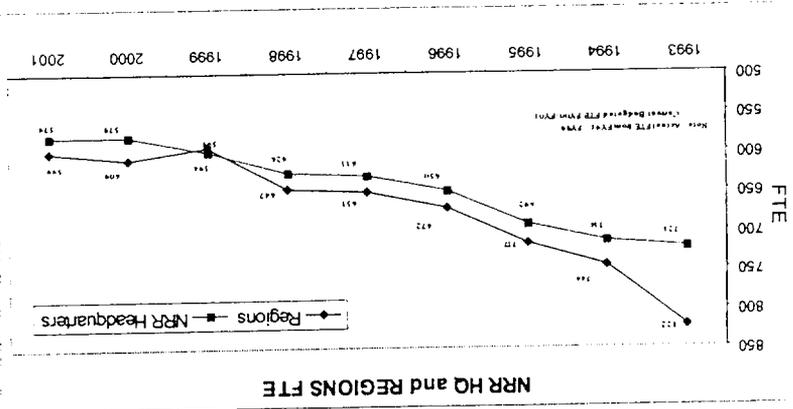
Performance Goals

- Maintain Safety
- Increase Public Confidence
- Reduce Unnecessary Regulatory Burden
- Make NRC Activities and Decisions more Effective, Efficient, and Realistic

# Nuclear Regulatory Commission

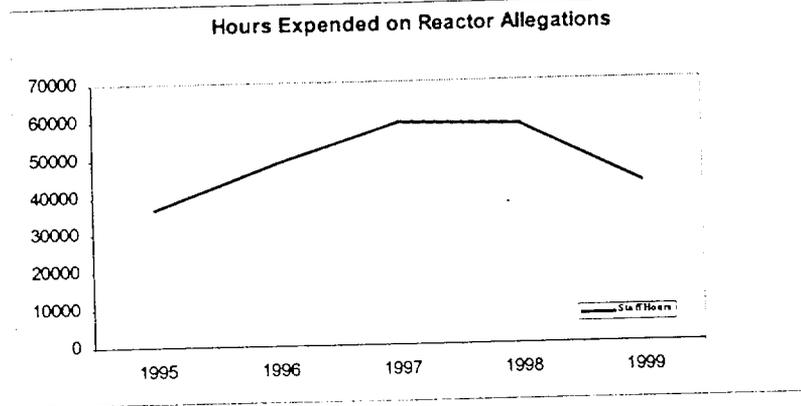


# Nuclear Regulatory Commission

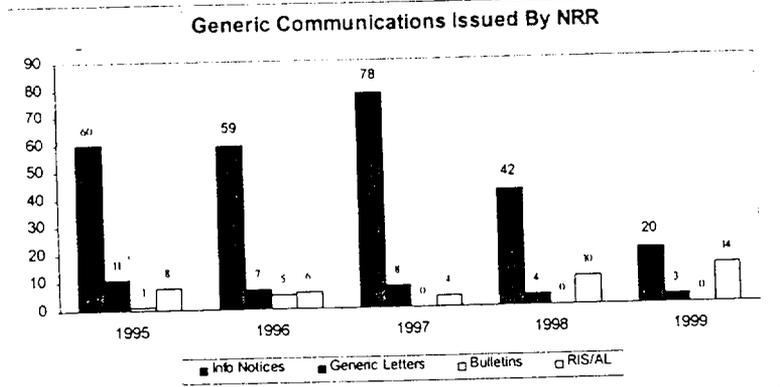


# Trends

## Increase Public Confidence – Allegation Program



# Regulatory Trends



## License Renewal

- Calvert Cliffs and Oconee renewed licenses were issued
- ANO-1 and Hatch applications received
- Increasing interest in license renewal
- Continuing development of license renewal implementation guidance

## Risk Informing NRC Activities

- Rulemaking Initiatives
  - Maintenance Rule
  - Alternate Source Term
  - Risk Informing Regulations
    - SECY 99-256, Rulemaking Plan for Risk-Informing Special Treatment Requirements
    - SECY 99-264, Proposed Staff Plan for Risk-Informing Technical Requirements in 10 CFR Part 50
  - Decommissioning

## Revised Reactor Oversight Process

### Inspection and Performance Assessment

- FY 99 performance plan measures met for key inspection and reactor performance assessment areas
- Revised oversight process
  - Program monitoring to ensure consistency
  - Ongoing outreach involvement of NRC staff
  - Significant and frequent stakeholder interactions
  - Initial implementation at all sites started in April 2000
  - Complete assessments of first year of initial implementation

## Other Key Initiatives

- Maintenance Rule (50.65)
- Safeguards Regulations (73.55)
- Changes, Tests, & Experiments (50.59)
- Operator Licensing Requirements (Part 55)
- Fitness for Duty (Part 26)
- Event Reporting Requirements (50.72/73)

## Industry Consolidation/NRC Oversight

- Commission Direction to Identify Emerging Policy Issues
- Increased Pace of Economic Deregulation and Restructuring
- What Factors Will Affect NRC's Regulatory Processes?

**MEETING AGENDA  
Morning Session**

---

7:00	Early Morning Coffee	
7:30	Welcome & Introductions	Jerry Yelverton
7:35	1999 Review of Plant Performance	Gary Taylor
8:00	NRR Perspectives	Jon Johnson
<b>8:20</b>	<b>Regional Issues</b>	<b>Ellis Merschoff</b>
8:40	NRR Issues	John Zwolinski
9:00	Break	
9:15	ANO Performance	Craig Anderson Phil Harrell, et. al
10:05	Grand Gulf Performance	Bill Eaton Joe Tapia, et. al.
10:55	River Bend Performance	Randy Edington Bill Johnson, et. al.
11:45	Waterford-3 Performance	Early Ewing Linda Smith, et. al.



---

**REGIONAL ISSUES**

Ellis Merschoff  
Regional Administrator  
NRC Region VI



**MEETING AGENDA  
Morning Session**

---

7:00	Early Morning Coffee	
7:30	Welcome & Introductions	Jerry Yelverton
7:35	1999 Review of Plant Performance	Gary Taylor
8:00	NRR Perspectives	Jon Johnson
8:20	Regional Issues	Ellis Merschoff
<b>8:40</b>	<b>NRR Issues</b>	<b>John Zwolinski</b>
9:00	Break	
9:15	ANO Performance	Craig Anderson Phil Harrell, et. al
10:05	Grand Gulf Performance	Bill Eaton Joe Tapia, et. al.
10:55	River Bend Performance	Randy Edington Bill Johnson, et. al.
11:45	Waterford-3 Performance	Early Ewing Linda Smith, et. al.



---

**NRR ISSUES**

John Zwolinski  
Director  
Licensing Project Management, NRR



# EOI / NRC SENIOR MANAGEMENT MEETING

## NRR Issues

John A. Zwickowski

Director of Licensing Program Management  
Office of Nuclear Reactor Regulation

June 21, 2000

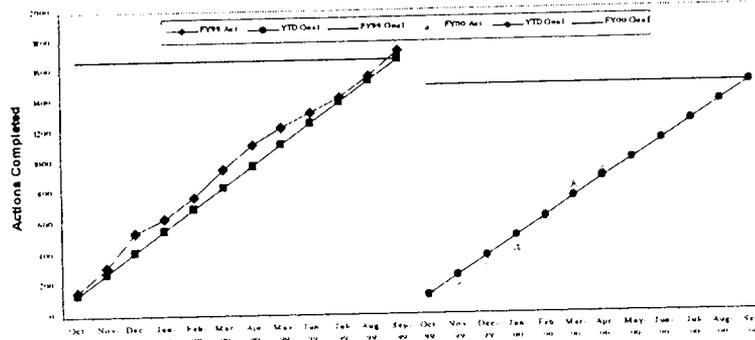
## Nuclear Regulatory Commission

### Performance Goals

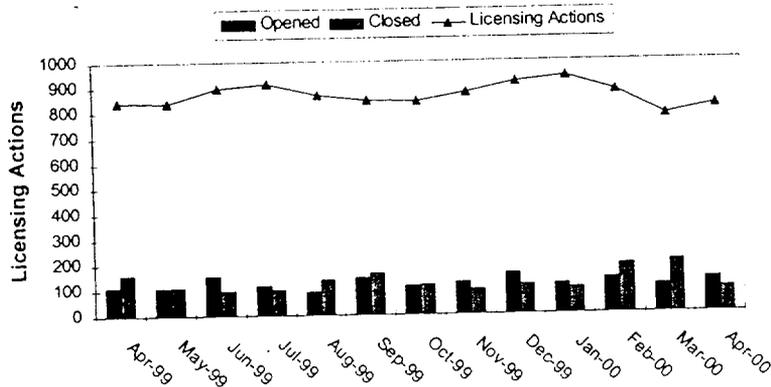
- Maintain Safety
- Increase Public Confidence
- Reduce Unnecessary Regulatory Burden
- Make NRC Activities and Decisions more Effective, Efficient, and Realistic

# NRR Performance Goal: Licensing Actions Complete

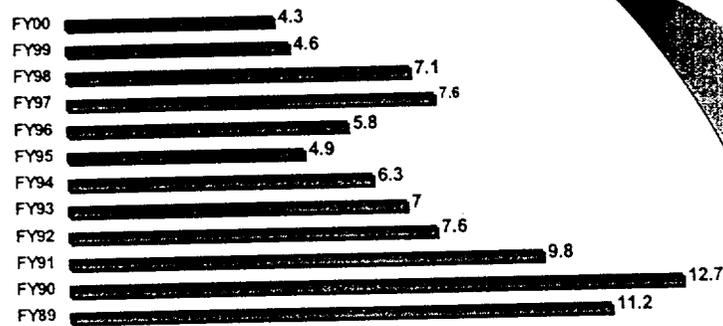
Performance Target: Complete 1500 Actions



# NRR Performance Goal: Licensing Action Inventory



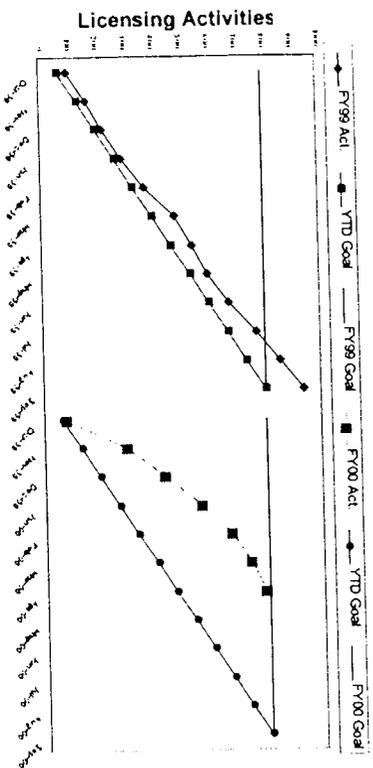
## Licensing Action Average Age



## Observation Regarding Licensing Action Performance

- Inventory reductions in FY99
- Inventory stable through FY00
- Significant reductions in average age
- NRR is evolving to a FIFO concept
- Inventory and average age are important inputs to NRR budgeting process

## NRR Performance Goal: Licensing Activities Complete



## Observations Regarding Licensing Activity Performance

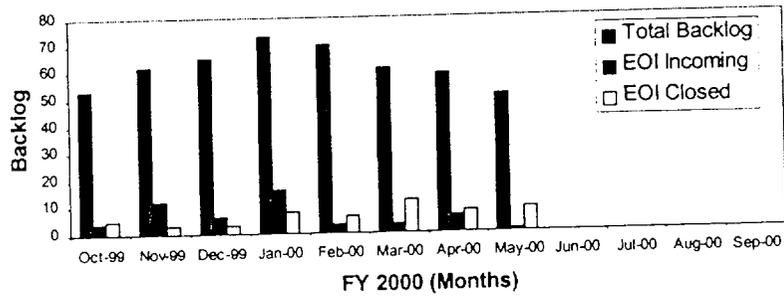
- The NRR staff continues to exceed expectations in the closeout of licensing activities.
- The number of new licensing activities initiated by the NRR staff has declined.

## Comparing EOI's Performance

To NRR's Goals

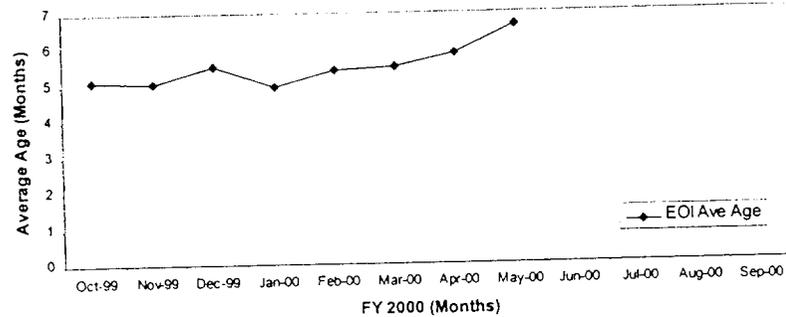
# EOI Licensing Action Inventory

EOI Licensing Action Backlog (FY 2000)



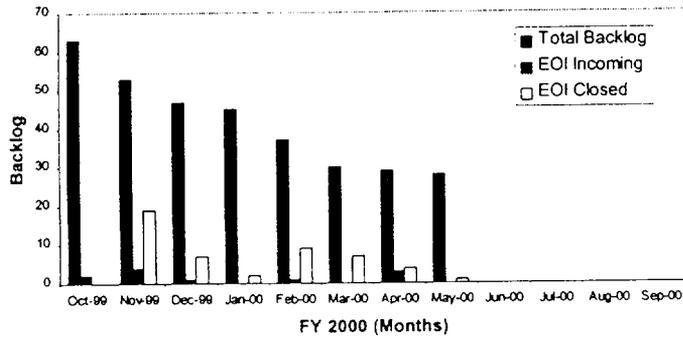
# EOI Licensing Action Average Age

EOI Licensing Action Ave Age



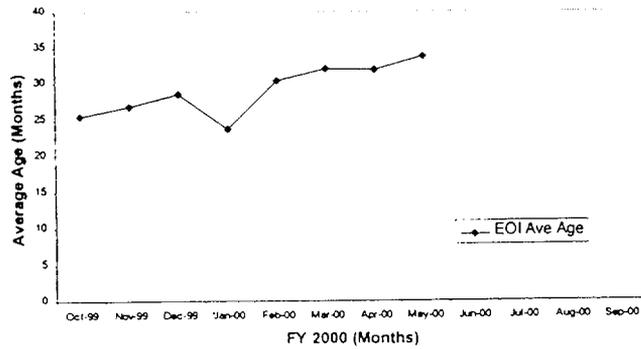
# EOI Licensing Activity Inventory

EOI Licensing Activity Inventory (FY 2000)



# Licensing Activity Average Age

EOI Licensing Activity Ave Age



## Optimizing The Licensing Process

- Formal Pre-Application Discussions
- Improvements in Technical Quality
- The RAI Process is more Interactive
- EOI Responsiveness
- Scheduling / Timing of Applications

## NRR Current Events

- Alternate Source Term
- PASS
- TS Line Item Improvements
- ITS
- Work Control Center

EOI / NRC SENIOR  
MANAGEMENT MEETING

CONCLUSION

John A. Zwolinski  
Director, Division of  
Licensing Project Management

# BREAK!



## MEETING AGENDA Morning Session

7:00	Early Morning Coffee	
7:30	Welcome & Introductions	Jerry Yelverton
7:35	1999 Review of Plant Performance	Gary Taylor
8:00	NRR Perspectives	Jon Johnson
8:20	Regional Issues	Ellis Merschoff
8:40	NRR Issues	John Zwolinski
9:00	Break	
<b>9:15</b>	<b>ANO Performance</b>	<b>Craig Anderson Phil Harrell, et. al</b>
10:05	Grand Gulf Performance	Bill Eaton Joe Tapia, et. al.
10:55	River Bend Performance	Randy Edington Bill Johnson, et. al.
11:45	Waterford-3 Performance	Early Ewing Linda Smith, et. al.



---

## ***ANO Performance***

Craig Anderson  
Site Vice President, Operations  
Phil Harrell  
NRC Region VI Branch Chief Section D



---

## ***1999 Highlights***

- ◆ Arkansas Nuclear One
  - Voluntary Protection Program (VPP) recertification
  - Capacity factor - 87.2% with 3 outages
  - Implemented
    - Risk-informed ISI program
    - Work Management System (WMS)
    - New protective tagging system
    - Coaching concept
    - Departmental human performance teams



## ***Current Plant Performance***

---

- ◆ Site capacity factor - 85.24%
- ◆ NRC performance indicators - green
- ◆ ANO-1 maintenance outage
- ◆ Site INPO performance index - 96.25%
- ◆ E-Plan graded exercise - REX 2000



## ***2000 Focus***

---

- ◆ INPO evaluation
- ◆ Operator training reaccreditation
- ◆ Unit 2 SG replacement outage (fall 2000)
- ◆ Unit 1 refueling outage (spring 2001)
- ◆ Dry fuel storage operation continuing
- ◆ Significant NRC interface activities
  - Unit 2 SG replacement
  - Unit 1 ITS
  - Unit 2 power uprate
  - Unit 1 license renewal



## ***Unit 2 Refueling Outage***

---

- ◆ Steam generator replacement
- ◆ Power uprate
  - HP/LP turbine work
  - Main generator stator rewind
  - Electrical penetration replacement
  - *Containment Uprate*
- ◆ SW/ACW pipe replacement
- ◆ *Magneblast breaker replacement*



## ***Focus Areas***

---

- ◆ Human performance
- ◆ Outage optimization
- ◆ Developing people
- ◆ Equipment performance and reliability
- ◆ Learning organization



**MEETING AGENDA  
Morning Session**

---

7:00	Early Morning Coffee	
7:30	Welcome & Introductions	Jerry Yelverton
7:35	1999 Review of Plant Performance	Gary Taylor
8:00	NRR Perspectives	Jon Johnson
8:20	Regional Issues	Ellis Merschoff
8:40	NRR Issues	John Zwolinski
9:00	Break	
9:15	ANO Performance	Craig Anderson Phil Harrell, et. al
<b>10:05</b>	<b>Grand Gulf Performance</b>	<b>Bill Eaton</b> <b>Joe Tapia, et.</b> <b>al.</b>
10:55	River Bend Performance	Randy Edington Bill Johnson, et. al.
11:45	Waterford-3 Performance	Early Ewing Linda Smith, et. al.



---

**Grand Gulf Performance**

Bill Eaton  
Site Vice President  
Joe Tapia  
NRC Region VI Branch Chief Section A



## ***1999 Highlights***

---

- ◆ Completion of organizational alignment
- ◆ Completion of Turbine Rotor replacements
- ◆ Continued improvements in Plant Materiel Condition
- ◆ ALARA program and Dose reduction
- ◆ Personnel Development/Rotation



## ***Current Plant Performance***

---

- ◆ Equipment Reliability
- ◆ INPO Operations Training accreditation
- ◆ Low-level worker practice issues
- ◆ Improving trend of performance



## 2000 Focus

---

- ◆ Corrective Action Program
- ◆ Self-Assessment
- ◆ Work Load Management/Backlog Reduction
- ◆ Human Performance
- ◆ Training
- ◆ Reducing unplanned capability losses
- ◆ Outage planning and process improvement



### MEETING AGENDA Morning Session

---

7 00	Early Morning Coffee	
7 30	Welcome & Introductions	Jerry Yelverton
7 35	1999 Review of Plant Performance	Gary Taylor
8 00	NRR Perspectives	Jon Johnson
8 20	Regional Issues	Ellis Merschhoff
8 40	NRR Issues	John Zwolinski
9 00	Break	
9 15	ANO Performance	Craig Anderson Phil Harrell, et. al
10 05	Grand Gulf Performance	Bill Eaton Joe Tapia, et. al
<b>10:55</b>	<b>River Bend Performance</b>	<b>Randy Edington Bill Johnson, et. al.</b>
11 45	Waterford-3 Performance	Early Ewing Linda Smith, et. al



---

## ***River Bend Performance***

Randy Edington  
Site Vice President  
Bill Johnson  
NRC Region VI Branch Chief Section B



---

## ***1999 Focus Revisited***

- ◆ Fuel Performance / RF-8
- ◆ EOI Renewal
- ◆ Materiel Condition
- ◆ Radiological and Human Performance
- ◆ RF9 Performance



## ***1999 Highlights***

---

- ◆ Material Condition Focus / Improvements
- ◆ Improved Human / Radiological Performance
- ◆ Operational Focus / Knowledge
- ◆ Fuel Issues
- ◆ Site Alignment / Focus



## ***Current Plant Performance***

---

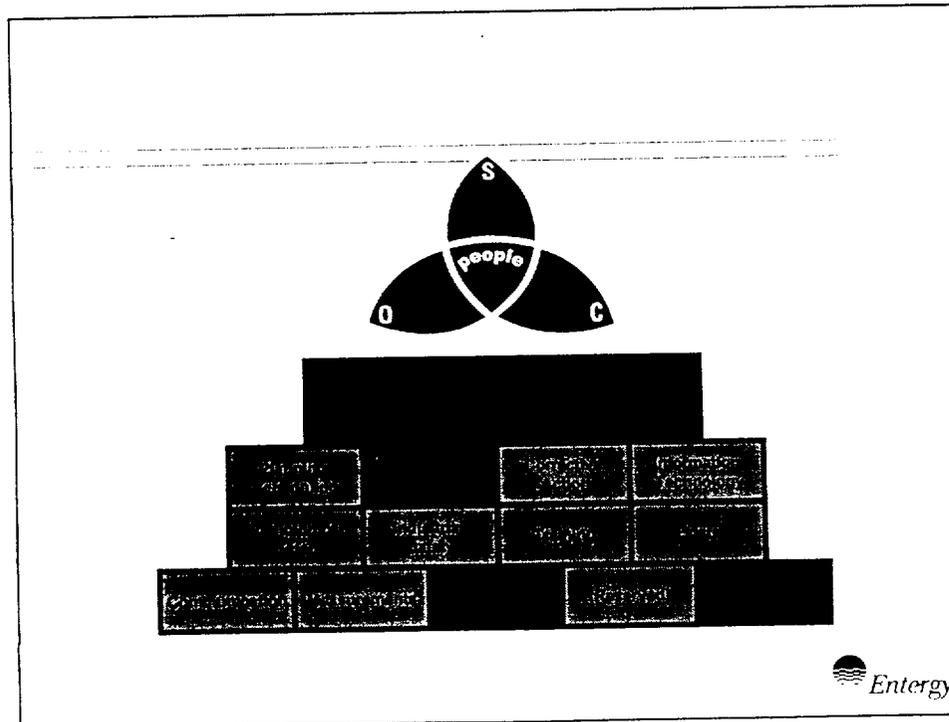
- ◆ Plant Status
- ◆ Plant Chemistry
- ◆ Recent Activities
- ◆ Corrective Action



## 2000 Focus

---

- ◆ Site Core Business Emphasis
- ◆ EOI Achievement Anchors
- ◆ Power Uprate
- ◆ INPO Evaluation and Technical Training Programs Accreditation
- ◆ Dry Fuel Storage
- ◆ Material Condition / People



**MEETING AGENDA  
Morning Session**

---

7 00	Early Morning Coffee	
7 30	Welcome & Introductions	Jerry Yelverton
7 35	1999 Review of Plant Performance	Gary Taylor
8 00	NRR Perspectives	Jon Johnson
8 20	Regional Issues	Ellis Merschoff
8 40	NRR Issues	John Zwolinski
9 00	Break	
9 15	ANO Performance	Craig Anderson Phil Harrell, et. al
10 05	Grand Gulf Performance	Bill Eaton Joe Tapia, et. al.
10 55	River Bend Performance	Randy Edington Bill Johnson, et. al.
<b>11:45</b>	<b>Waterford-3 Performance</b>	<b>Early Ewing Linda Smith, et. al.</b>



---

**Waterford 3 Performance**

Early Ewing  
General Manager, Plant Operations  
Linda Smith  
NRC Region VI Branch Chief Section E



## **1999 Highlights**

---

- ◆ Technical Programs Accreditation Renewal
- ◆ Y2K



## **1999 Challenges**

---

- ◆ Forced Outages
  - June 1999 bus outage - cause unknown
  - August 1999 RCP 2B - Cracked baffle
  - Sept. 1999 RCP 2B - Cracked baffle
  - Nov. 1999 RCS divert event/steam line leak
  - March 2000 charging line unisolable leak
- ◆ Equipment Reliability
- ◆ Security



## **2000 Focus**

---

- ◆ Achievement Anchors
- ◆ 2000 Planned Condenser Outage
- ◆ Security
- ◆ Improving work control and execution



## **RF-10**

---

- ◆ S/G High Temp Chemical Cleaning
- ◆ RCS Nozzle Repairs
- ◆ RCP 2B Gasket Replacement
- ◆ Replacement MS-401A(B)
- ◆ Replacement SUPS A
- ◆ Upgrade Polar Crane



## LUNCH TIME

---



## MEETING AGENDA Afternoon Session

---

<b>1:20</b>	<b><i>Entergy Business Activities</i></b>	<b><i>Randy Hutchinson</i></b>
1:40	Review of Entergy Oversight	Greg Pierce
2:00	Entergy Renewal Program	John McGaha
2:20	Closing Remarks/Adjourn	Entergy/NRC



---

## ***Entergy Business Activities***

Randy Hutchinson  
Senior Vice President, ENI



### **MEETING AGENDA Afternoon Session**

---

1:20	<i>Entergy Business Activities</i>	<i>Randy Hutchinson</i>
<b>1:40</b>	<b><i>Review of Entergy Oversight</i></b>	<b><i>Greg Pierce</i></b>
2:00	Entergy Renewal Program	John McGaha
2:20	Closing Remarks/Adjourn	Entergy/NRC



---

## ***Review of Entergy Oversight***

Greg Pierce  
Director, Oversight



---

### ***Background***

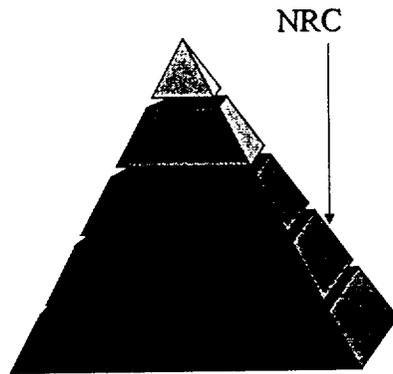
- ◆ Effective organizations seek improvement
- ◆ Need driven from within
- ◆ Self-assessment:
  - identifies and implements change
  - contributes plant operation
  - encourages self-evaluation of performance
- ◆ Effective self-assessments:
  - reinforce questioning attitude
  - promote accountability



## ***Levels of Assessments***

---

- Entergy Nuclear Committee
- Offsite Oversight Committee
- Site Oversight Committees
- Quality Assurance/Corporate Assessments
- Plant Assessments/Dept. Self-Assessments/ Industry Peers and Others



 Entergy

## ***Assessment Types***

---

- ◆ Corporate Assessments
- ◆ Manager Assessments
- ◆ Departmental Assessments
- ◆ Corrective Action Assessments

 Entergy

## **Examples of Assessment Results**

- ◆ Maintenance & Work Management Assessment at GGNS
- ◆ Emergency Planning at ANO
- ◆ Human Performance at ANO
- ◆ Operations at Pilgrim



## **Examples of Assessment Results**

- ◆ RP Assessment at RBS
- ◆ Follow-up at ANO confirmed progress
- ◆ RBS and Pilgrim Executive Reviews



## ***Additional Benefits***

---

- ◆ Corporate Assessment team members have gone on to fill key management positions
- ◆ Review of 1999 data provided one key input to the Executive Leadership team in formulating the current five Achievement Anchors



## **MEETING AGENDA Afternoon Session**

---

1:20	<i>Entergy Business Activities</i>	<i>Randy Hutchinson</i>
1:40	Review of Entergy Oversight	Greg Pierce
<b>2:00</b>	<b><i>Entergy Renewal Program</i></b>	<b><i>John McGaha</i></b>
2:20	Closing Remarks/Adjourn	Entergy/NRC



---

## ***Entergy Renewal***

John McGaha  
President, EOI



---

## ***Entergy Renewal***

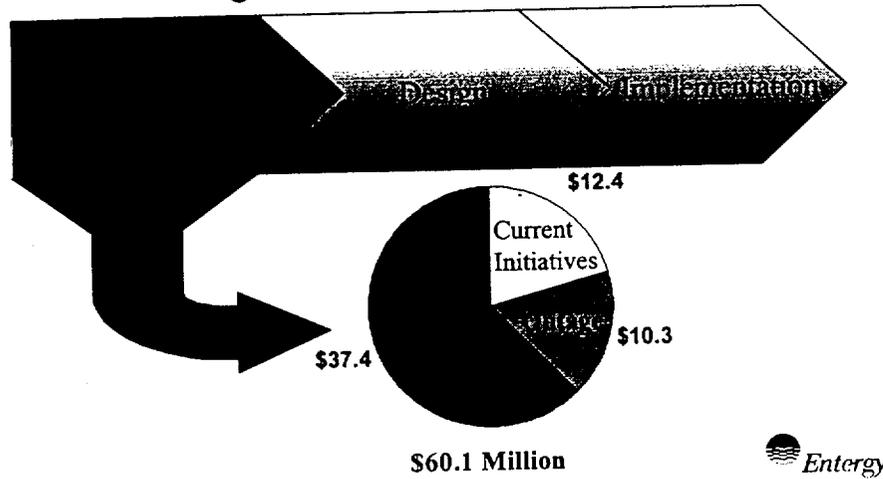
### Background

- ◆ Major Change Initiative
- ◆ Began Fall 1998
- ◆ Complete June 2000



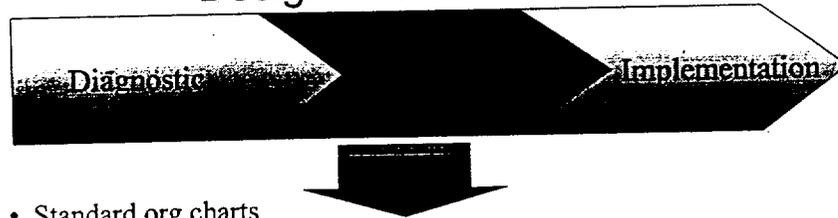
## Entergy Renewal

### Diagnostic Phase Results



## Entergy Renewal

### Design Phase Results

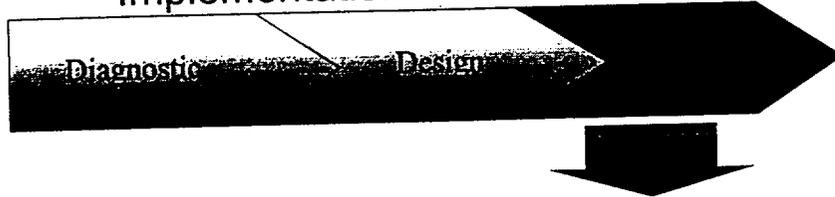


- Standard org charts
- Standard approach for outage planning and execution
- Standard process for approval and control of mods and projects
- Targeted staffing levels by department (in-house and contractor)
- VSP groupings and roll-out
- Barriers/enablers, implementation plan, process and DOR changes
- Potential cost savings increased to \$77 million



# Entergy Renewal

## Implementation Phase Results

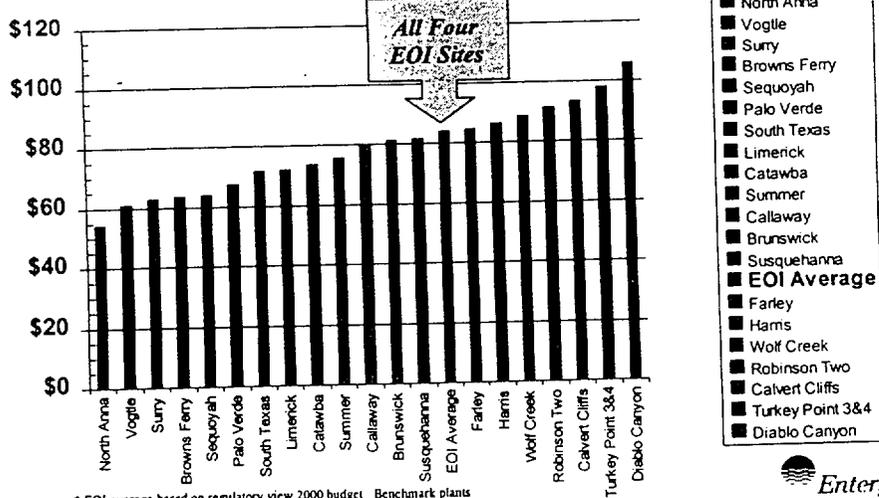


- New organization put in place
- Functions consolidated and standardized
- Processes improved
- No increase in employee concerns
- Barriers to future improvements removed
- Staff reduced (voluntary program)
- \$77 million saved annually



## Cost Performance (Post Renewal) EOI Standing Among Industry Best

Non-Fuel O&M Spending/KW Installed (MDC)\*



\* EOI average based on regulatory view 2000 budget Benchmark plants based on 96-98 three year average spending



## ***Entergy Renewal***

---

### Insights From Renewal Assessments

- ◆ Reduce low value work
- ◆ Credibility of newly implemented corporate support functions
- ◆ Revisit security
- ◆ Process to standardize procedures
- ◆ Training standardization and “virtual centralization” - acceleration



## ***Entergy Renewal***

---

### Summary

- ◆ Major change - good change management
- ◆ Successful
- ◆ Transition from big “R” to little “r” renewal
- ◆ Ground work to improve safety and performance for multiple units



**MEETING AGENDA**  
**Afternoon Session**

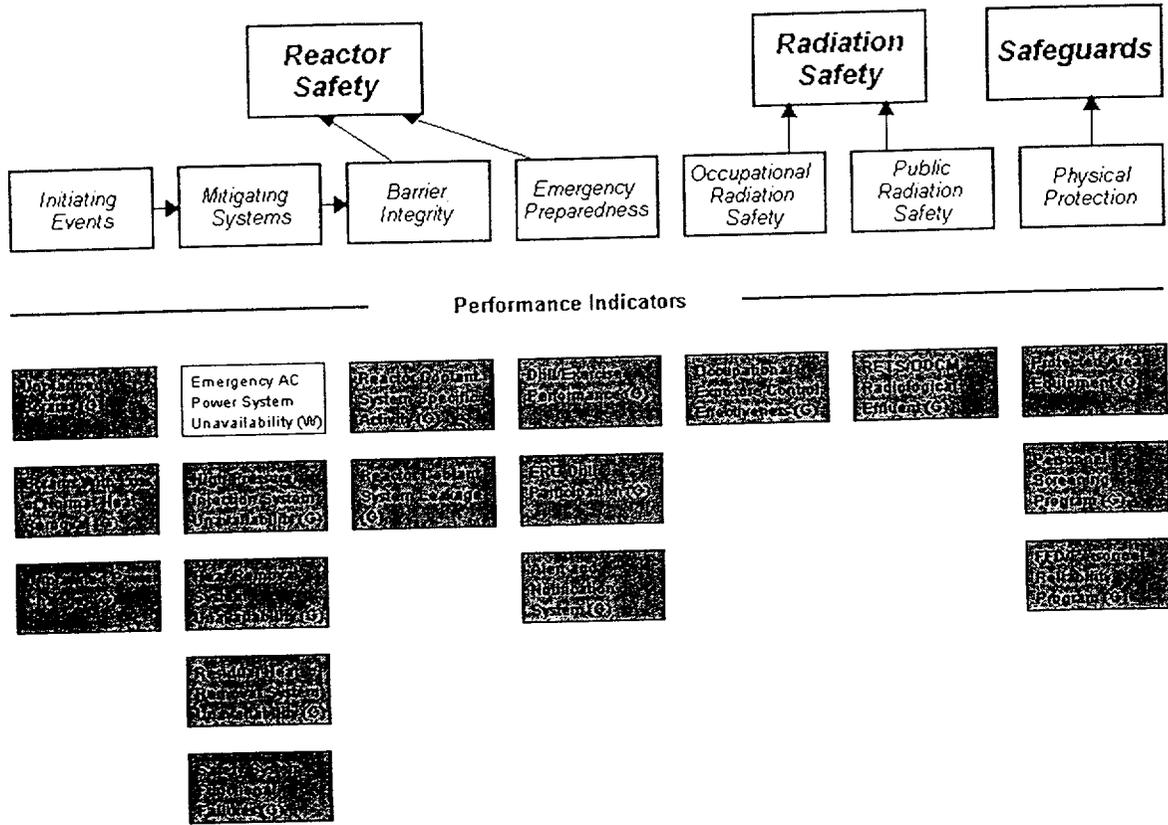
---

1:20	Entergy Business Activities	Randy Hutchinson
1:40	Review of Entergy Oversight	Greg Pierce
2:00	Entergy Renewal Program	John McGaha
<b>2:20</b>	<b>Closing Remarks/Adjourn</b>	<b>Entergy/NRC</b>



**ENCLOSURE 3  
REGION IV PRESENTATION**

## Grand Gulf 1 1Q/2000 Performance Summary



Legend:    R = Red                    W = White                    T = Thresholds under development                    N = Not applicable  
               Y = Yellow                G = Green                    I = Insufficient data to calculate PI                    U = Unique design

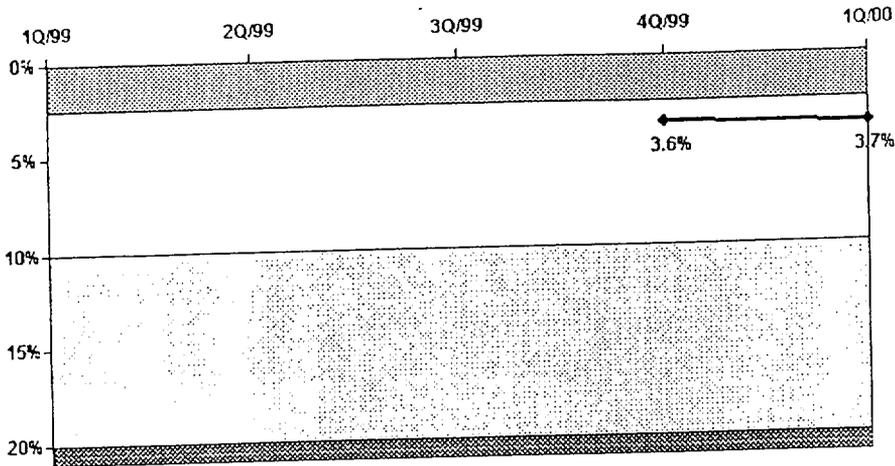
**Assessment Letter:**

PPR 2000

**Inspection Plan**

Note: Inspection findings will be posted when available.

# Safety System Unavailability, Emergency AC Power, >2EDG



Thresholds: White > 2.5% Yellow > 10.0% Red > 20.0%

Safety System Unavailability, Emergency AC Power, >2EDG	1Q/99	2Q/99	3Q/99	4Q/99	1Q/00
<b>Train 1</b>					
Planned unavailable hours	95.10	25.05	0	0	37.61
Unplanned unavailable hours	0	0.17	31.66	0	0
Fault exposure hours	0	0	323.95	0	0
Required hours	2160.00	2183.00	2208.00	2209.00	2184.00
<b>Train 2</b>					
Planned unavailable hours	43.80	38.60	0	0	49.58
Unplanned unavailable hours	0	44.60	17.30	4.10	0
Fault exposure hours	0	0	0	0	0
Required hours	2160.00	2183.00	2208.00	2209.00	2184.00
<b>Train 3</b>					
Planned unavailable hours	26.30	1.25	59.78	0	39.97
Unplanned unavailable hours	0	0	205.70	0	0
Fault exposure hours	0	0	1444.80	0	0
Required hours	2160.00	2183.00	2208.00	2209.00	2184.00
<b>Indicator value</b>				3.6%	3.7%

Licensee Comments: None

Initiating Events → Mitigating Systems → Barrier Integrity → Emergency Preparedness → Occupational Radiation Safety → Public Radiation Safety → Physical Protection

Most Significant Inspection Findings

	Initiating Events	Mitigating Systems	Barrier Integrity	Emergency Preparedness	Occupational Radiation Safety	Public Radiation Safety	Physical Protection
1Q/2000	No findings this quarter	No findings this quarter	No findings this quarter	No findings this quarter			
4Q/1999	No findings this quarter	<b>G</b>	No findings this quarter	Findings without color designation	<b>S</b>	No findings this quarter	No findings this quarter
3Q/1999	No findings this quarter	<b>G</b>	No findings this quarter	No findings this quarter			

[Click here for Miscellaneous findings](#)

Additional Inspection & Assessment Information

☒ Assessment Letters:

- ☒ 1Q/2000
- ☒ 4Q/1999
- ☒ 3Q/1999

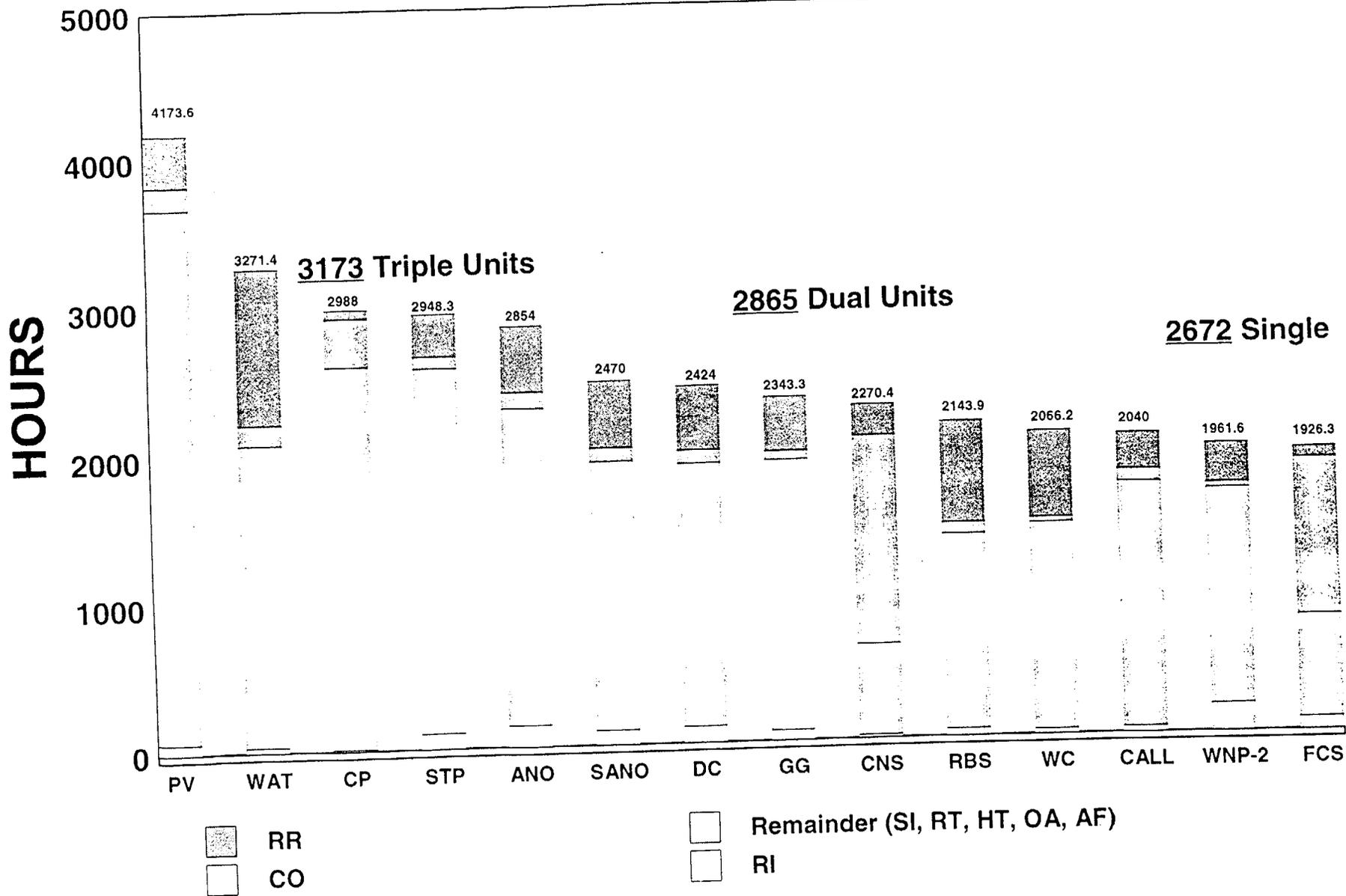
☒ Inspection Plans

☒ Inspection Reports

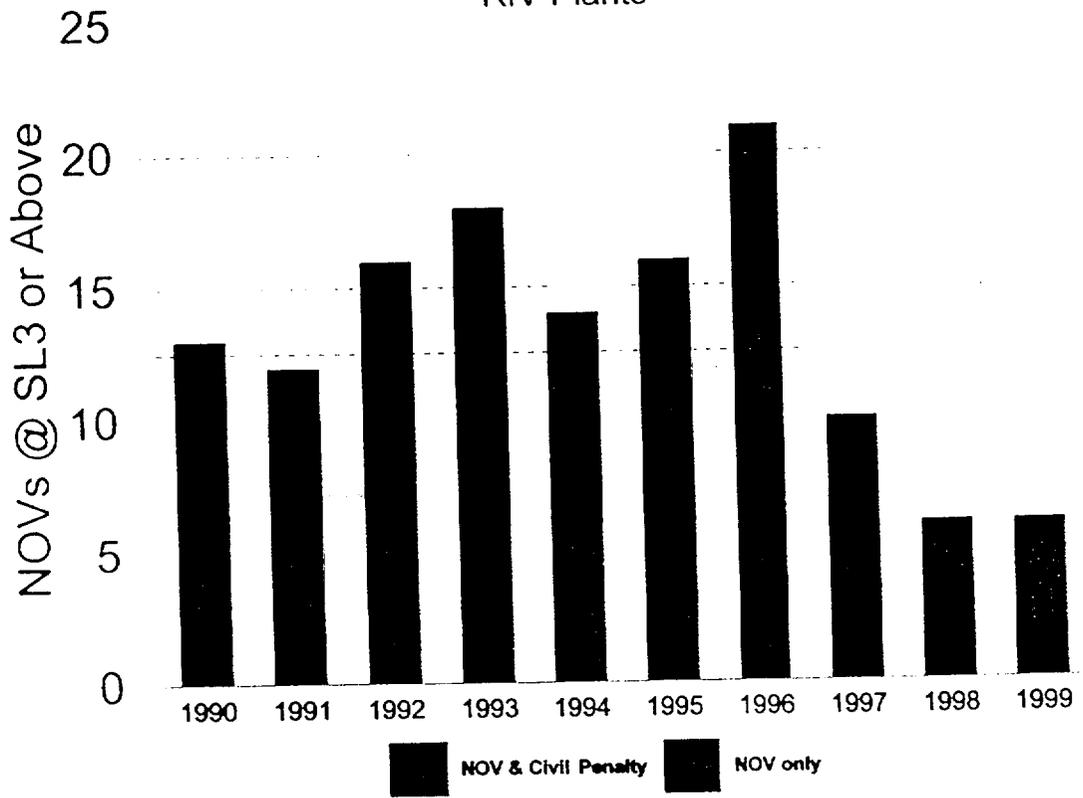
# RIV ANNUAL HOUR EXPENDITURE

TOTAL HOURS

DATA FROM 01/01/99 TO 12/31/99



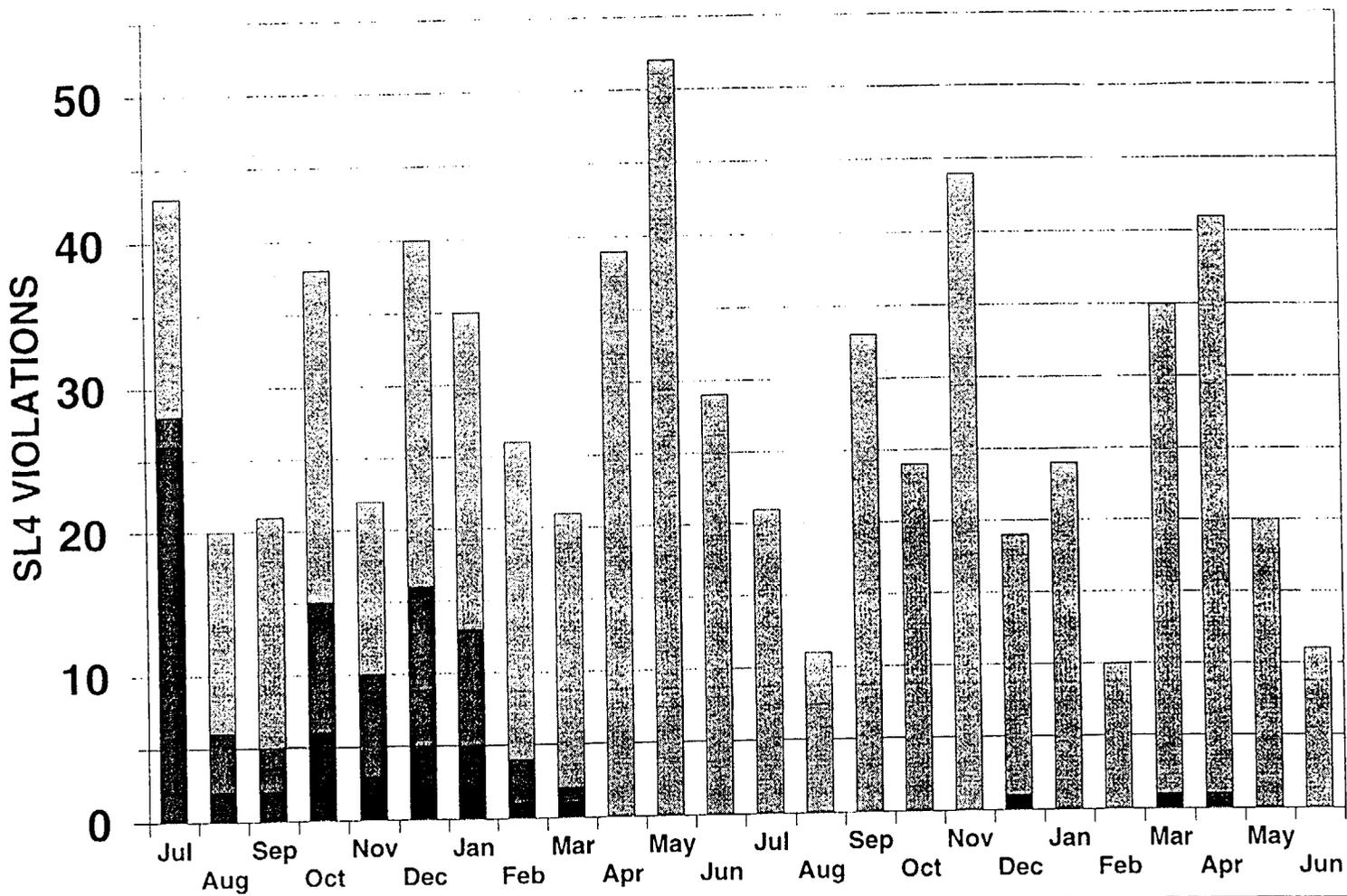
### Escalated Enforcement Actions RIV Plants



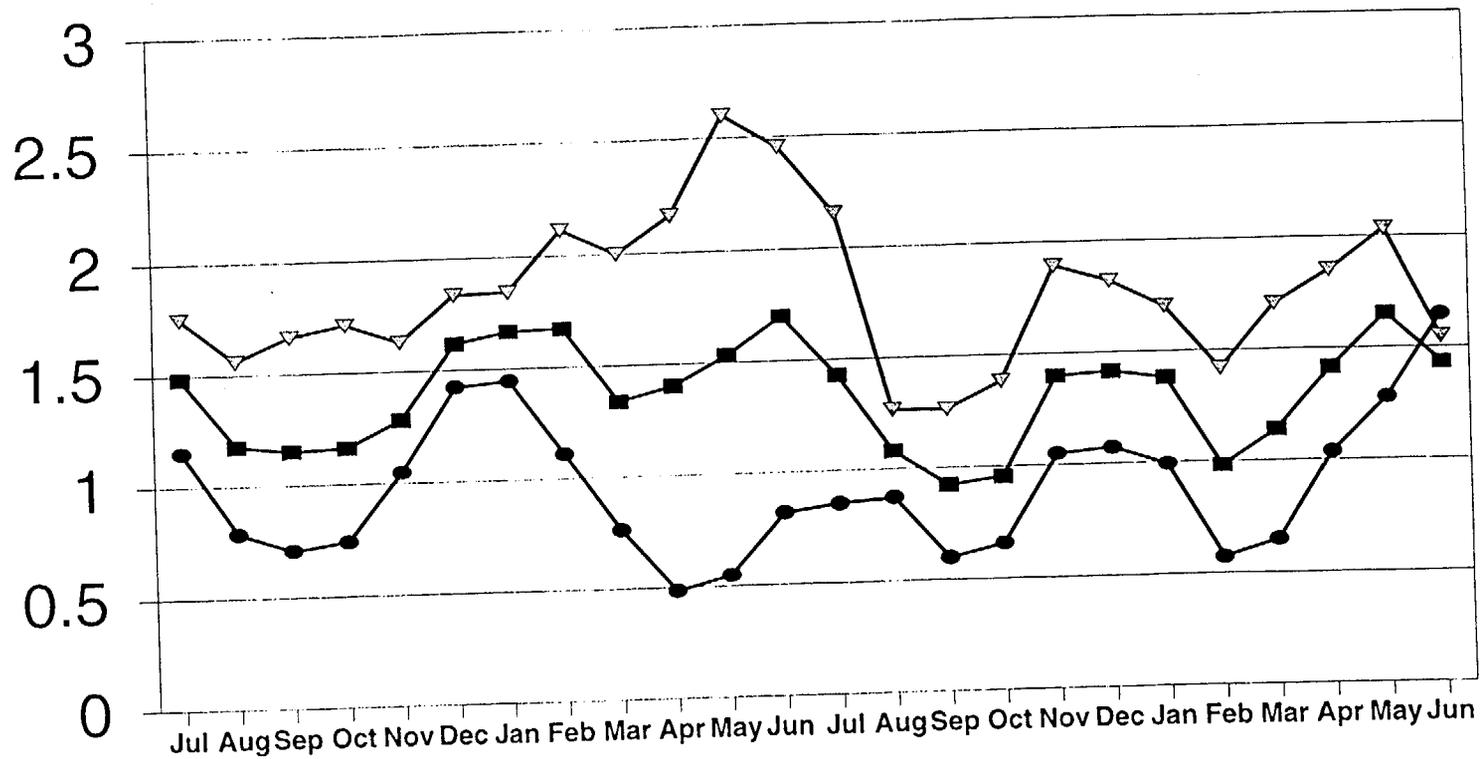
# REGION IV REACTORS

## SL4/GREEN VIOS. PER MONTH

NOV w/Response  
  NOV-No Response  
  NCV



# REGION IV - SLIV/GREEN VIOS. per IR (3-month moving avg.)



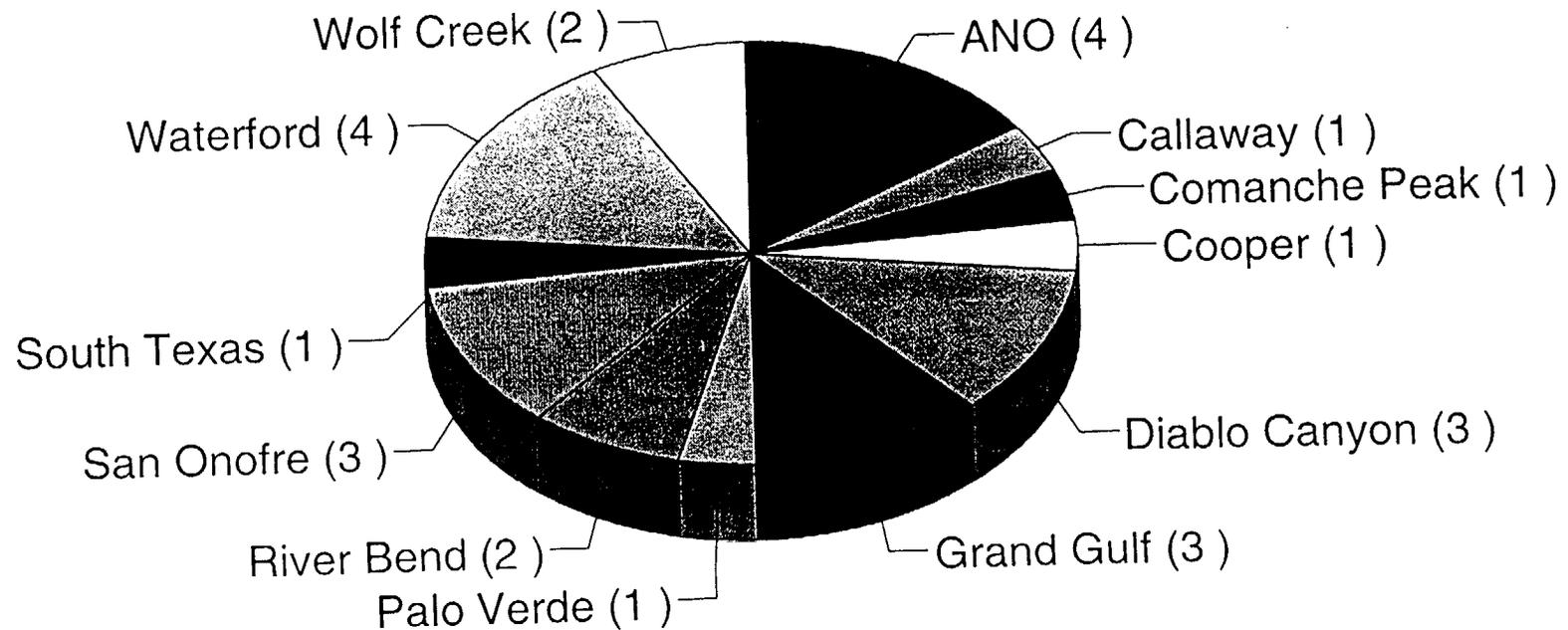
—▽— DRP —●— DRS —■— RIV

## ACTION MATRIX

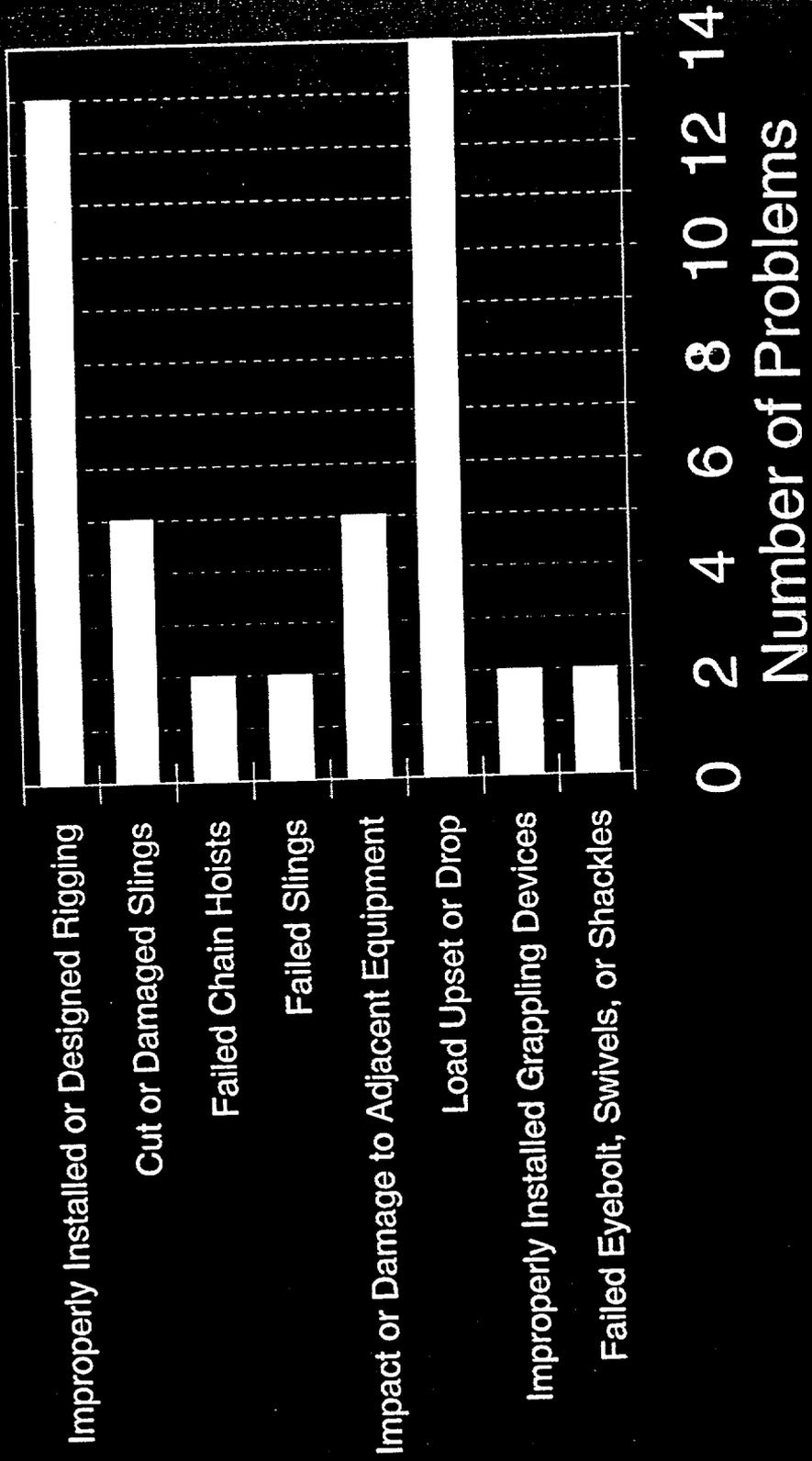
LICENSEE PERFORMANCE INCREASING SAFETY SIGNIFICANCE ----->						
<b>RESULTS</b>		All Assessment Inputs (Performance Indicators (PIs) and Inspection Findings) Green; Cornerstone Objectives Fully Met	One or Two White Inputs (in different cornerstones) in a Strategic Performance Area; Cornerstone Objectives Fully Met	One Degraded Cornerstone (2 White Inputs or 1 Yellow Input) or any 3 White Inputs in a Strategic Performance Area; Cornerstone Objectives Met with Minimal Reduction in Safety Margin	Repetitive Degraded Cornerstone, Multiple Degraded Cornerstones, Multiple Yellow Inputs, or 1 Red Input <sup>1</sup> ; Cornerstone Objectives Met with Longstanding Issues or Significant Reduction in Safety Margin	Overall Unacceptable Performance; Plants Not Permitted to Operate Within this Band, Unacceptable Margin to Safety
<b>RESPONSE</b>	Regulatory Conference	Routine Senior Resident Inspector (SRI) Interaction	Branch Chief (BC) or Division Director (DD) Meet with Licensee	DD or Regional Administrator (RA) Meet with Licensee	EDO (or Commission) Meet with Senior Licensee Management	Commission meeting with Senior Licensee Management
	Licensee Action	Licensee Corrective Action	Licensee Corrective Action with NRC Oversight	Licensee Self Assessment with NRC Oversight	Licensee Performance Improvement Plan with NRC Oversight	
	NRC Inspection	Risk-Informed Baseline Inspection Program (Baseline)	Baseline and Inspection Follow-up	Baseline and Inspection Focused on Cause of Degradation	Baseline and Team Inspection Focused on Cause of Degradation	
	Regulatory Actions	None	Document Response to Degrading Area in Inspection Report	Docket Response to Degrading Condition	-10 CFR 2.204 DFI -10 CFR 50.54(f) Letter - CAL/C Order	Order to Modify, Suspend, or Revoke Licensed Activities
<b>COMMUNICATION</b>	Assessment Report	DD review/sign assessment report (w/ inspection plan)	DD review/sign assessment report (w/ inspection plan)	RA review/sign assessment report (w/ inspection plan)	RA review/sign assessment report (w/ inspection plan)	Commission Informed
	Public Assessment Meeting	SRI or BC Meet with Licensee	BC or DD Meet with Licensee	RA Discuss Performance with Licensee	EDO (or Commission) Discuss Performance with Senior Licensee Management	Commission Meeting with Senior Licensee Management
<----- Regional Review   Agency Review ----->						

<sup>1</sup> It is expected that in a few limited situations an inspection finding of this significance will be identified that is not indicative of overall licensee performance. The staff will consider treating these inspection findings as exceptions for the purpose of determining appropriate actions.

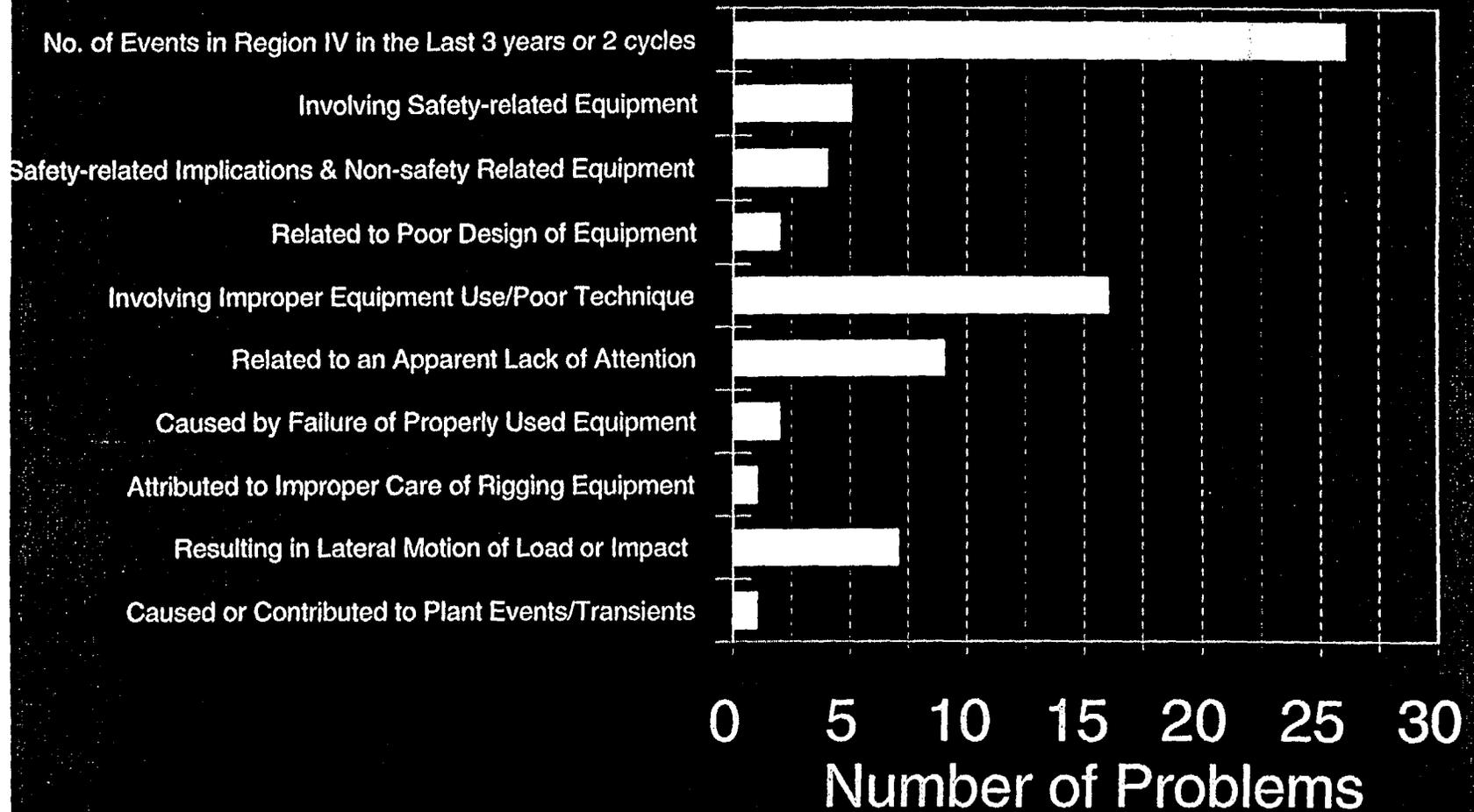
# Region IV Licensee Rigging Problems Per Site



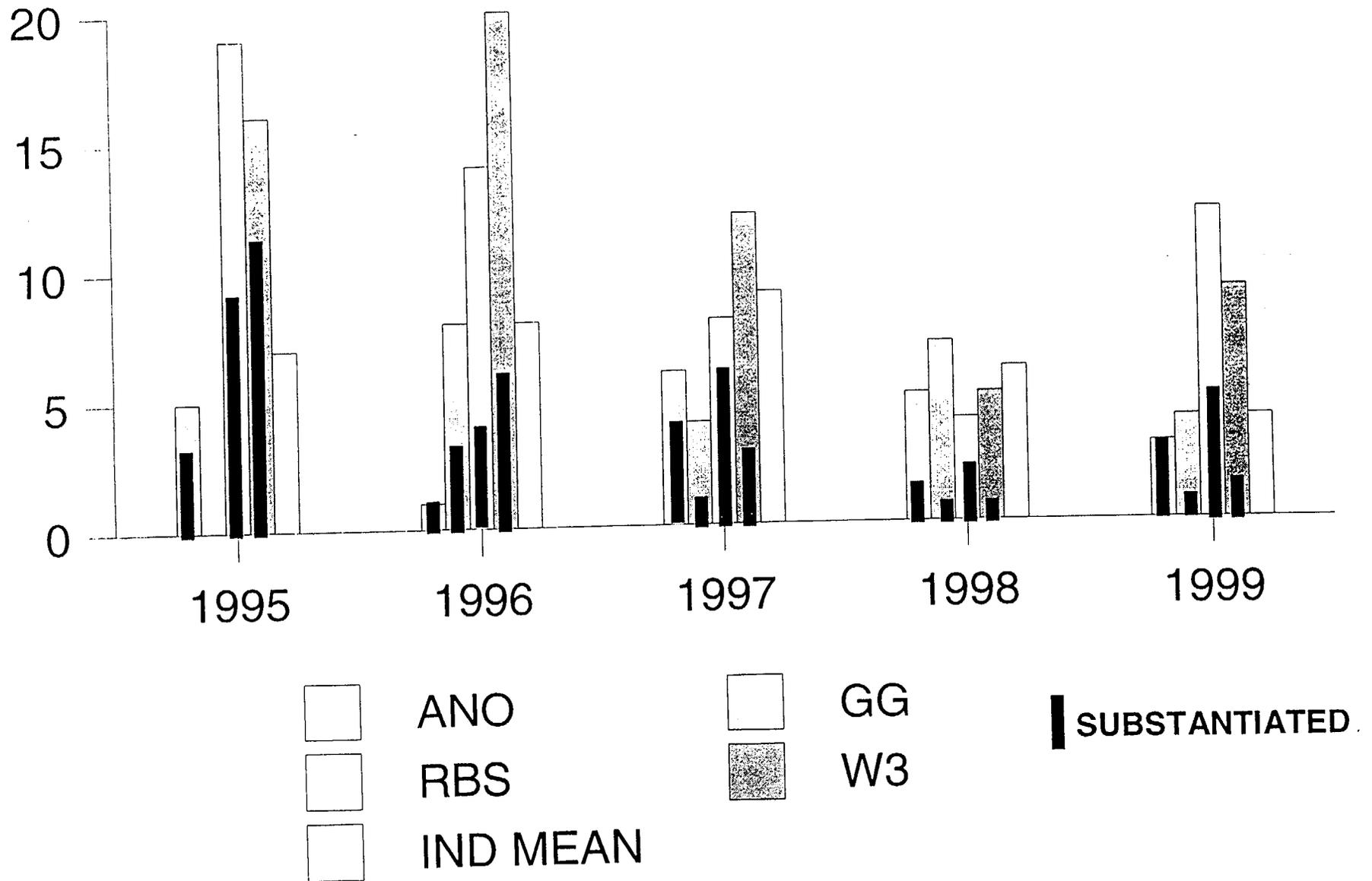
# Region IV Licensee Rigging Problems Specific Failures



# Region IV Licensee Rigging Problems Failure Analyses



# RIV ENTERGY SITES CY 1995-1999



# Safeguards Events by Category (21)

NRC-Licensed Activities  
1999

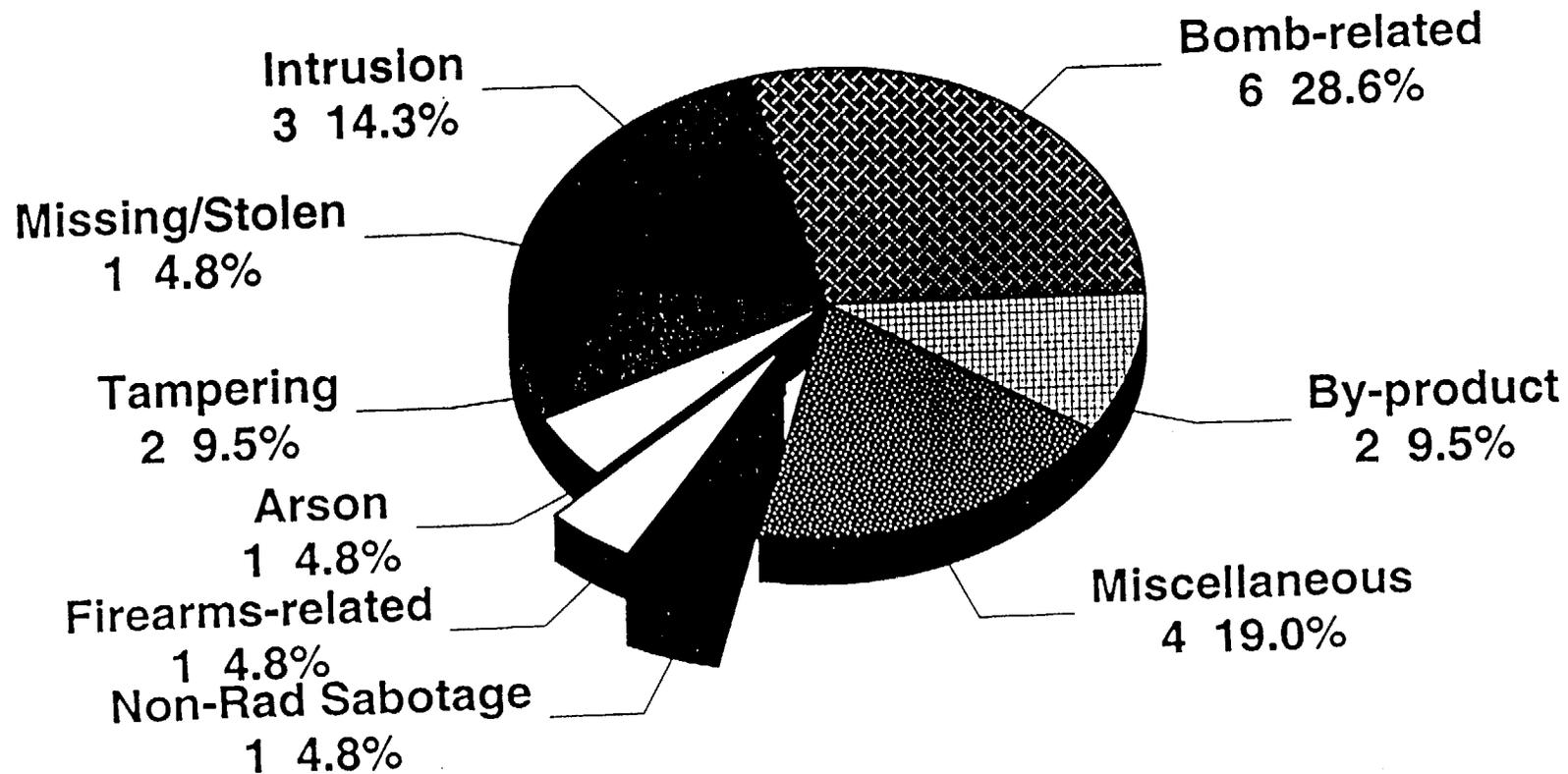


Figure 2

# Reactor Safeguards Events

NRC-Licensed Activities  
1989-1999

Power Nonpower

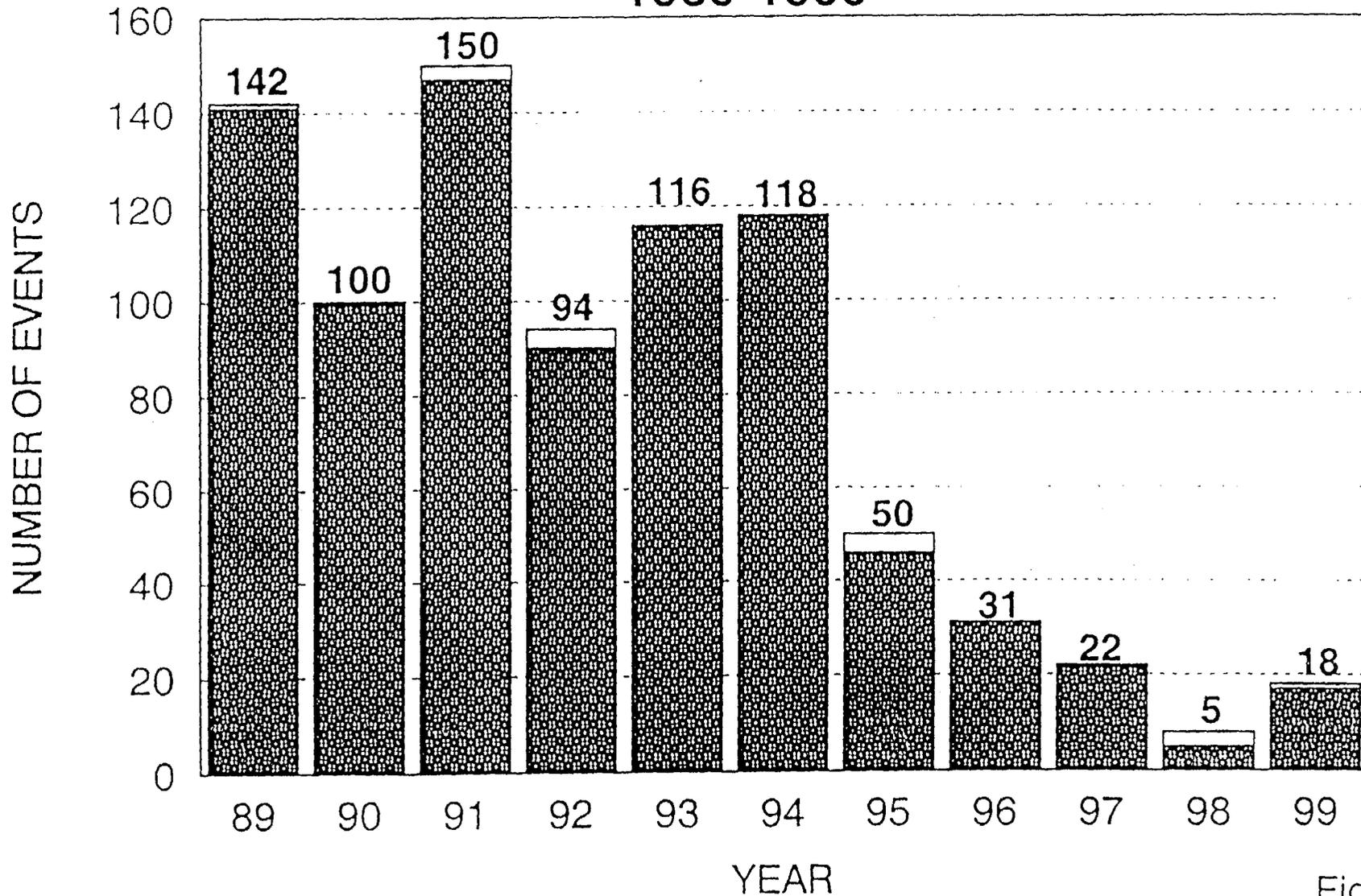


Figure 3

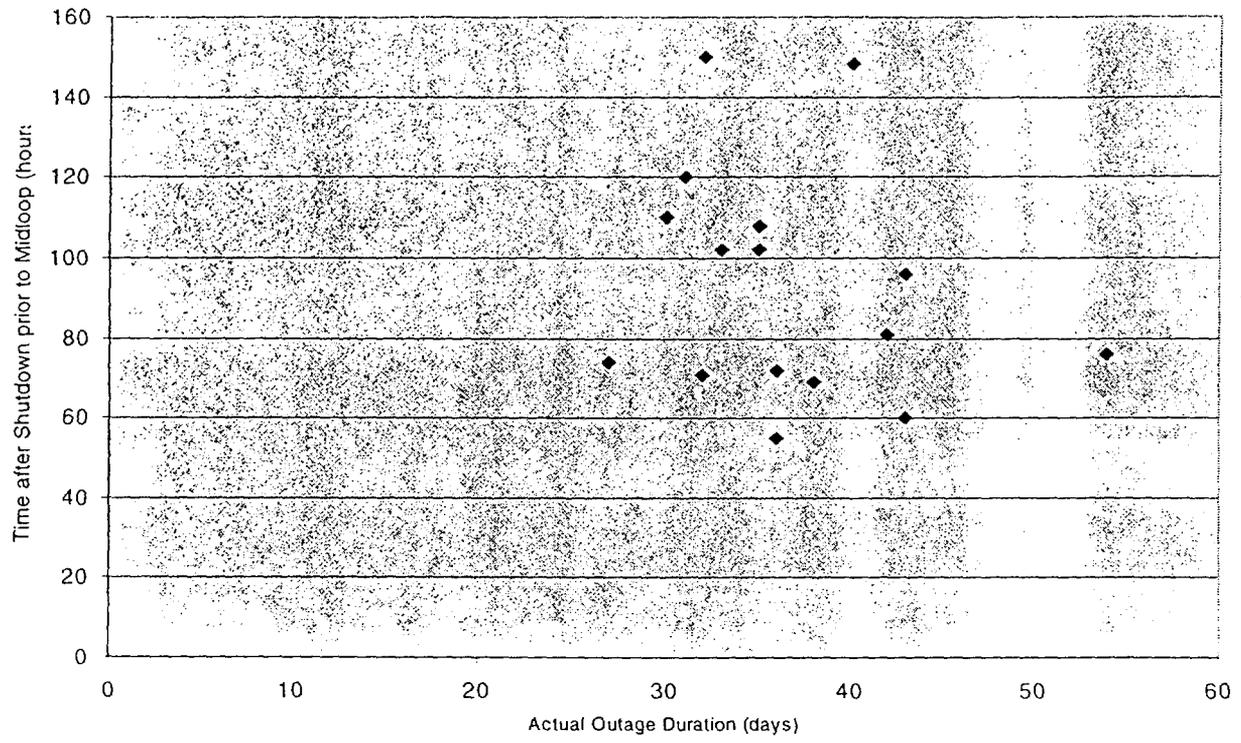


FIGURE 1 - Outage Duration vs. Time Before Entering Midloop

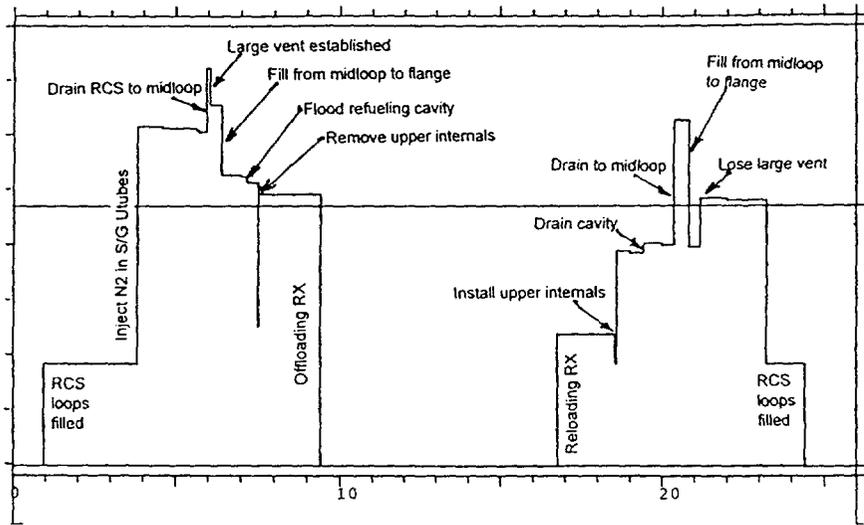


FIGURE 2 - Typical PWR Outage Risk Profile

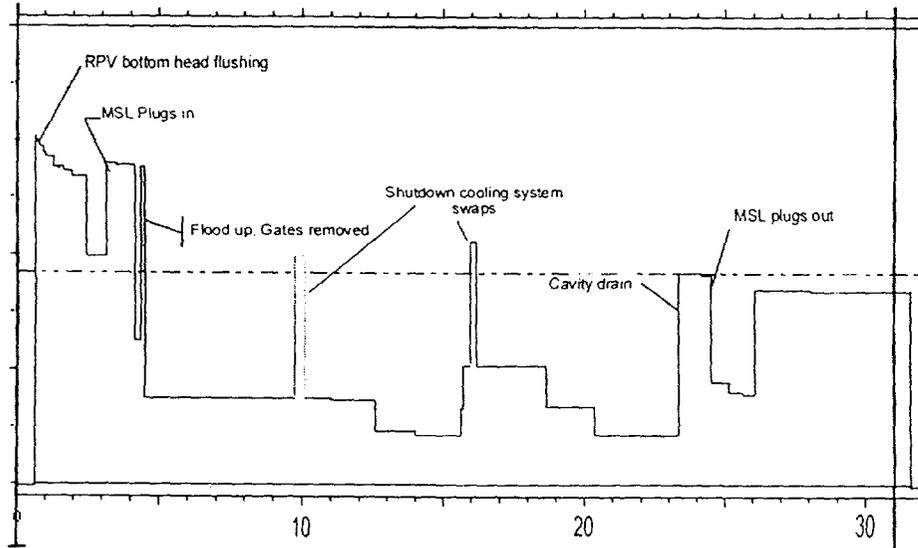
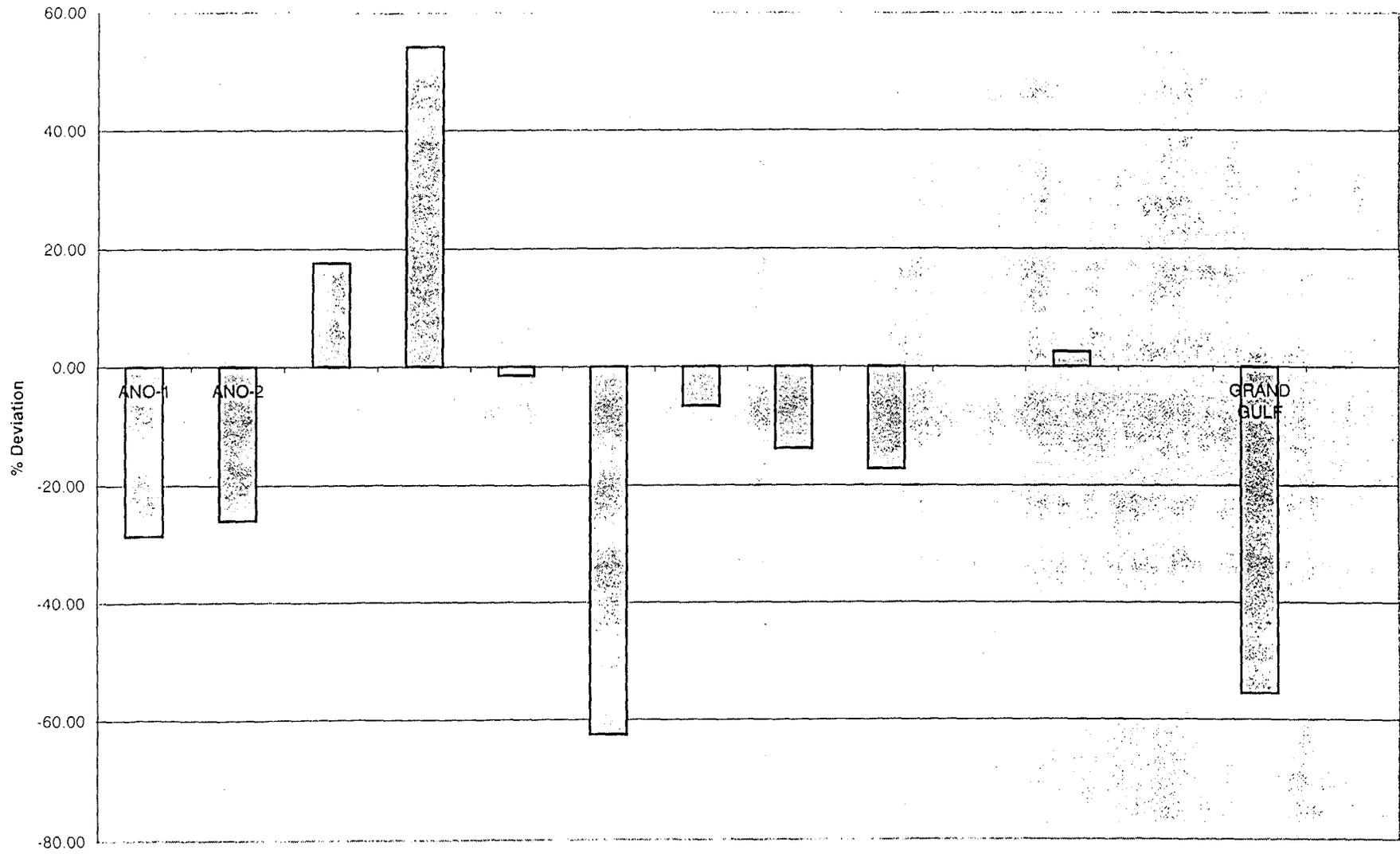
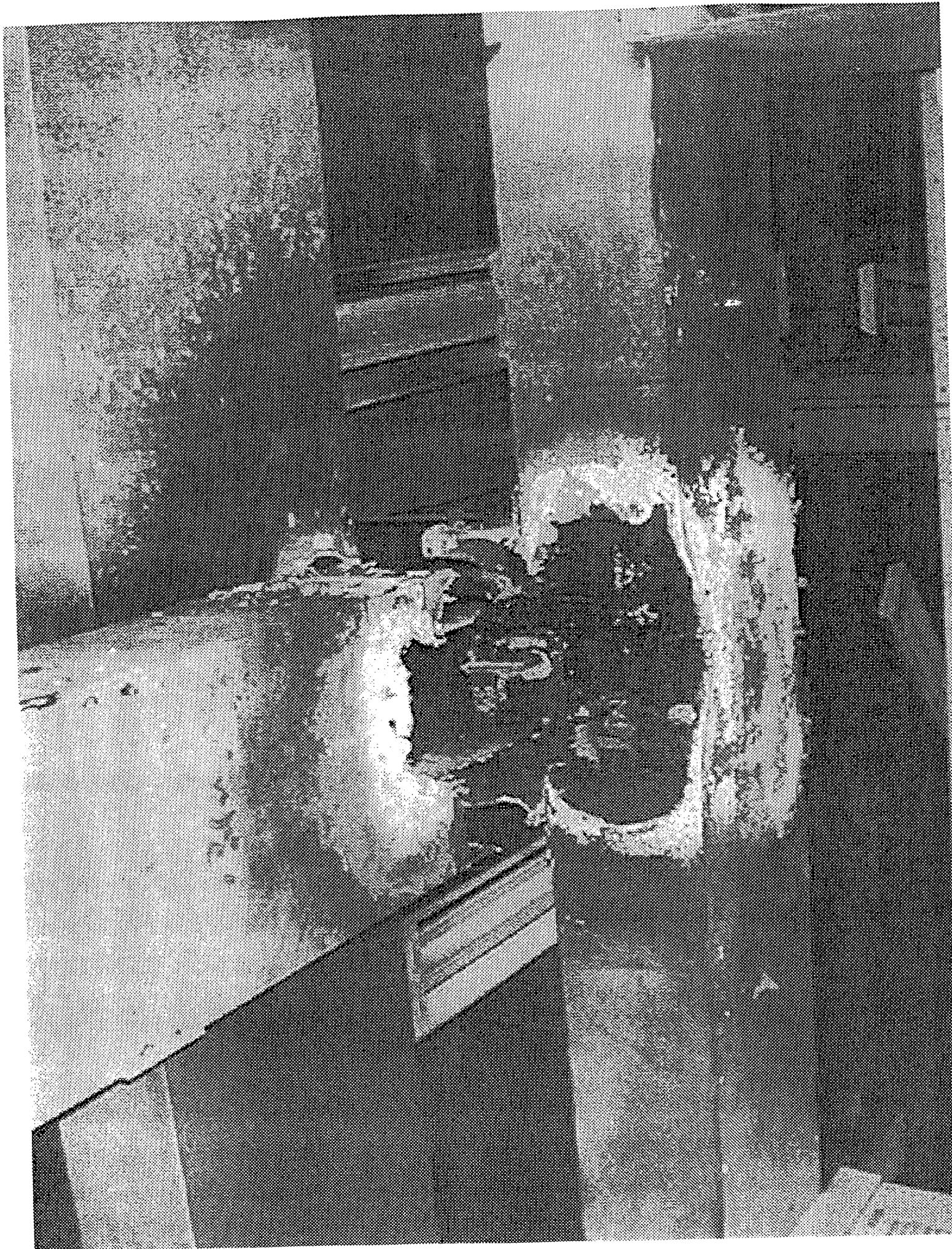


FIGURE 3 - Typical BWR Outage Risk Profile

### % Deviation from Scheduled Risk







0002 01 10 2000



