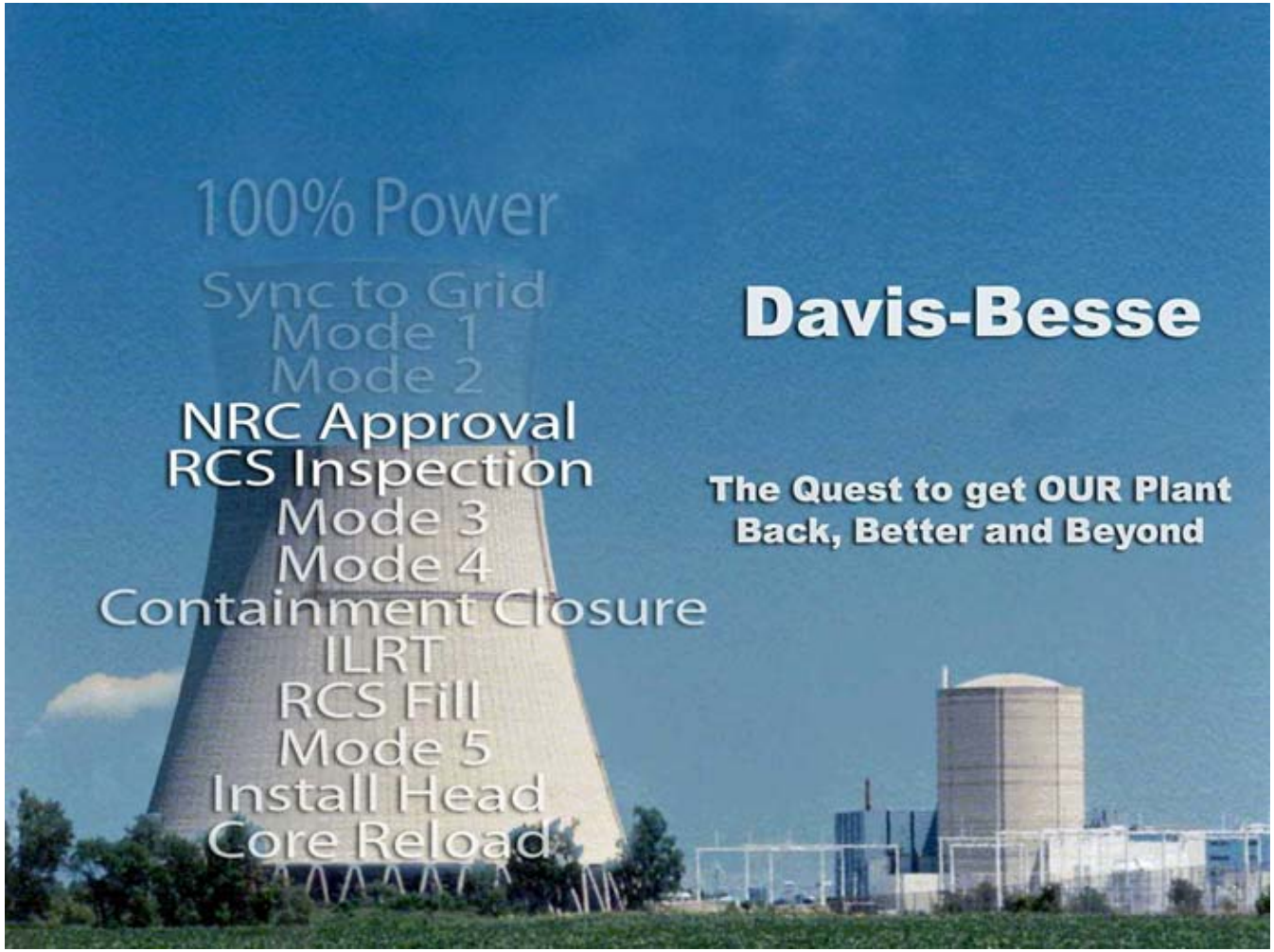
Davis-Besse Nuclear Power Station



IMC 0350 Meeting

Desired Outcomes

- Demonstrate that Davis-Besse continues to take conservative actions needed to support safe plant restart
- Provide information on changes in leadership and programs that ensure fleet consistency in Conduct of Operations
- Demonstrate the Operations Improvement Action Plan supports meeting Industry Standards
- Provide information on the NOP restart assessment

Lew Myers
Chief Operating Officer - FENOC

Meeting Agenda

- Update of Plant Activities……Lew Myers
- Plant Status……Mark Bezilla
- Operations Issues……Barry Allen
- Operations Performance……Kevin Ostrowski

Lew Myers
Chief Operating Officer - FENOC

Update of Plant Activities

Lew Myers
Chief Operating Officer - FENOC

Davis-Besse is Progressing Toward Restart

- Successful plant heat-up completed January 5
- Plant was stabilized at NOP for ~ 3 days
- Reactor Coolant unidentified leakage at zero GPM
- Three Administrative Control issues were identified
- An emergent AFW issue required plant cool-down
- Successful plant cool-down completed January 9
- COO requested deferral of RRATI Team inspection
- Plant equipment issues being resolved
- Administrative Control issues being resolved
- Preparing for plant heat-up this weekend

Management Changes

- Effective Saturday, January 10, 2004 new management assignments were made to strengthen leadership team
  - Kevin Ostrowski is the new Manager of Plant Operations
    - SRO License, Shift Supervisor, Operations Manager and Plant Manager at Beaver Valley
    - Director of Nuclear Maintenance and Nuclear Services at Perry
    - Regulatory Affairs Manager at Davis-Besse

Management Changes

- Dave Imlay is the new Shift Superintendent of Plant Operations
  - Holds SRO license at Davis-Besse
  - Superintendent of Maintenance
  - Fifteen years experience at Davis-Besse
    - Held various management positions in Operations, Training and Maintenance
  - Has experience at other nuclear plants

Management Changes

- Bill Mugge is the new Manager of Work Management
  - Holds SRO license at Davis-Besse
  - Seventeen years of experience at Davis-Besse and has held various management positions in Operations, Training and Security
  - Served as an industry evaluator at INPO

Plant Status

Mark Bezilla
Vice President

Recent Items Addressed for Heat-up

- #1 Auxiliary Feedwater Pump Turbine Casing Leak
- #2 Containment Spray Pump Motor to Pump Coupling
- Body to bonnet seal weld on Reactor Coolant Instrument Root Valve
- Various Turbine Building Doors
- Formed Mode 2/1 'Look Ahead' Team

Reactor Coolant Valve

Davis-Besse Materiel Condition Will Support Safe Restart

- Current plant status
  - Mode 4 (~ 250 psig/~ 260 ^{0}F)
  - Two Reactor Coolant Pumps inservice
  - Other two Reactor Coolant Pumps ready for operation
  - Steam Generators removing heat
  - Secondary plant in service with Condenser vacuum
  - Plant safety systems ready to support Mode 3/NOPT
  - Presently reinforcing nine Turbine Building doors

Davis-Besse Materiel Condition Will Support Safe Restart

- Conclusion
  - The material condition of the plant will support safe restart
  - As issues arise, they will be addressed using our Corrective Action Program with a focus on improving the margins of safety

Operations Issues

Barry Allen
Plant Manager

Administrative Control Issues Identified in Mode 4/3

- Detail of Operations work schedule
- One Technical Specification log entry not made
- One Technical Specification Action not taken

Plant Manager Actions

- FENOC Root Cause Team formed to evaluate Davis-Besse operational issues against FENOC and industry standards
  - –Assess the issues
  - –Determine the causes
  - –Recommend corrective actions
- Eighteen member team assembled
  - –Sponsor: Jim Powers, Davis-Besse Engineering Director
  - –Team Members, included:
    - –Team Lead: Russ Kearney, Perry Operations Manager
    - –Pete Sena, Beaver Valley Operations Manager
    - –George Storolis, Mike Mouser from Beaver Valley Shift Manager
    - –Ray Hruby, Manager at Beaver Valley
    - –Thomas Veitch, FENOC Operations Program Manager

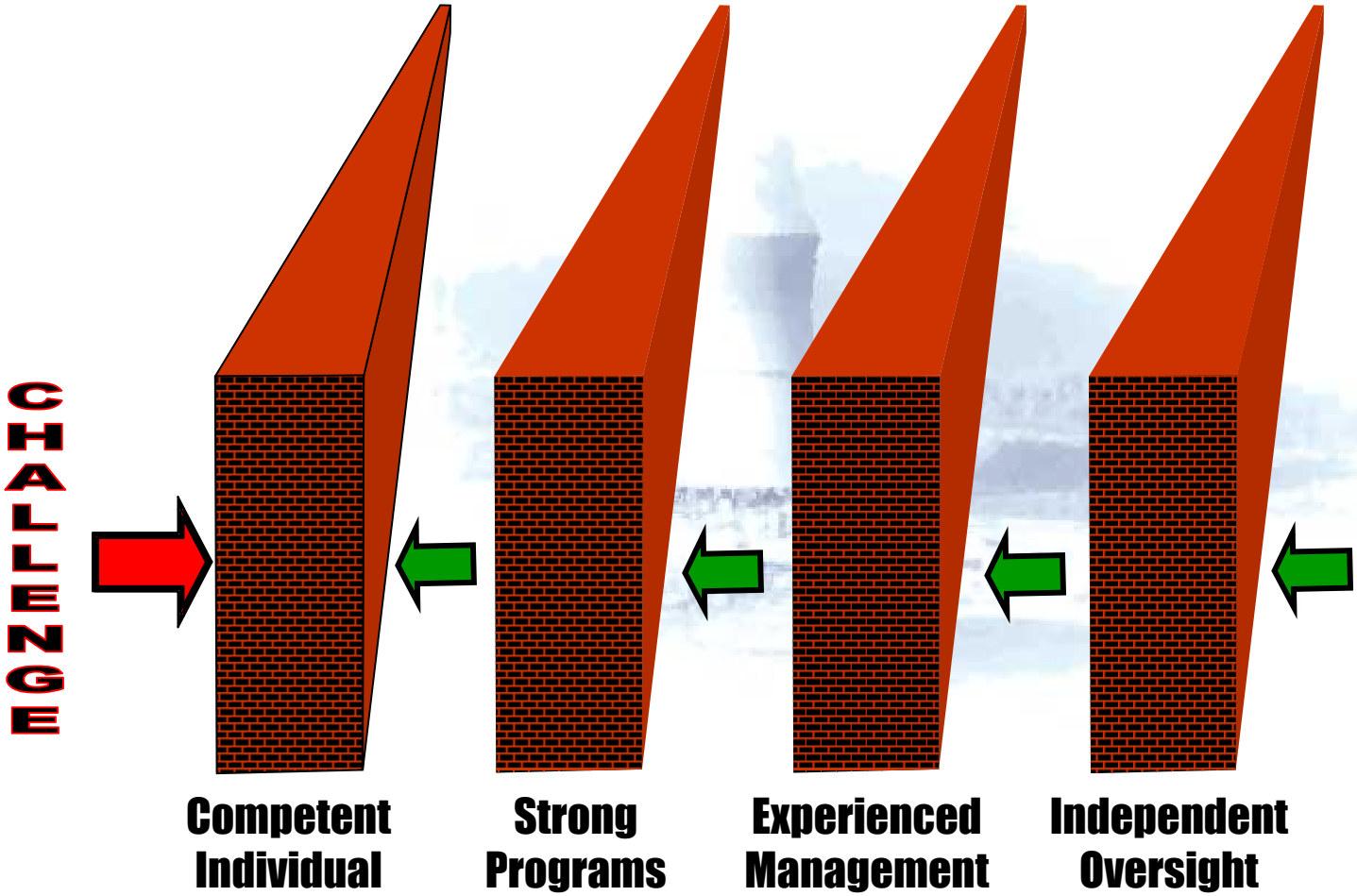
Root Causes

- Inconsistent implementation of the work control and surveillance test programs
- Inconsistent reinforcement of Operating staff roles and responsibilities
- Ineffective correction of some performance deficiencies

Actions Taken

- Chartered high-impact team to assess the differences in Conduct of Operations among FENOC plants and industry
- Strengthened Administrative Controls in Operations
- Changes in Operations Leadership
- Implemented Shift Manager Peer Verifiers to provide effectiveness review of Operator Actions
- Assigned managers to monitor specific corrective actions
- Added detailed Operations activities into plant integrated schedule

Barriers Strengthened to Prevent Events



FENOC Vision:

'People with a strong safety focus delivering top fleet operating performance'

Operations Performance

Kevin Ostrowski
Manager - Plant Operations

Changes in Operations Leadership and Programs

- Charter from Management - COO / VP / Plant Manager
- Assessment of Operations
- Strengthened controls and accountability for strict compliance in the implementation of Conduct of Operations
- Corrective Actions effectiveness assessment during NOP

Charter from Management

Safety-focused plant operation through consistent implementation of a rigorous Conduct of Operations

Assessment of Operations

- Assessment tools
  - Operations Improvement Plan Assessments
  - Feedback from management observers
  - Face to face communications and observations

Assessment of Operations

- Initial Observations
  - Improved performance in most recent heat-up and cool-down
  - Improved organizational leadership by Shift Managers
  - Noted improvements in shift turnover, pre-job briefs, and log entries
  - Shift Managers engaging the organization in plant issues
  - Strict adherence to plant procedures
  - Operated the plant consistent with training
  - A few areas of Conduct of Operations did not meet fleet standards
  - Inconsistencies in ownership and accountability

Conduct of Operations Corrective Actions

- Reactor Operators co-sign for authorization of maintenance on safety instrumentation
- Peer checks on Technical Specification (TS) actions
- Improved turnover of TS actions
- Improved log entries for TS
- Operations management briefings
- Use of peer reviewers
- Individual accountability handled in accordance with FENOC policies

Effectiveness of Corrective Actions

- Corrective Actions support heat-up
- Operations performance during NOP assessment period will confirm our effectiveness

Closing Comments

- We continue to implement our Return to Service and Operations Improvement Action Plan
- Plant materiel condition is good
- Improved operator performance was demonstrated during heat-up and cool-down of plant
- Strong actions have been taken to ensure consistent implementation of conduct of operations activities

Lew Myers
Chief Operating Officer - FENOC

Closing Comments

- NOP Assessment Criteria
  - –No inadvertent safety system actuations...
  - –No significant events...
  - –No integrated plant operating procedure content errors...
  - –No unplanned entry into technical specification...
  - –Consistent implementation of Conduct of Operations...
  - –Actions taken by management show an improving trend...
  - –Work implementation schedule adherence at 90% or above...
  - –Risk profile matches the schedule…
- Satisfaction of this criteria will result in FENOC requesting restart