

From: Marc Ferdas <sup>RF</sup>  
To: Anne Passarelli; Daniel Orr; George Malone; Glenn Meyer; Mel Gray; Scott Barber; Theodore Wingfield  
Date: 4/16/04 2:45PM  
Subject: Roy Anderson Letter - Merrifield Visit - RESEND

Some people had trouble reading the email w/ the below subject matter. Below is a "cleaner/easier" version to read.

Subject: A Letter from Roy Anderson Commissioner Merrifield's Visit

Commissioner Merrifield's Visit

Yesterday, NRC Commissioner Jeffrey Merrifield visited our plant. He took time to tour the station, meet with the leadership team, and speak with nearly 200 of our employees.

What's the upshot of his comments? I think he summed it all up in a very direct response to a very direct question about where the station stands. He said we're in the fourth quartile. It is sobering to hear an NRC Commissioner say you're clearly in the fourth quartile without hesitation. I've got to say, it's not what I wanted to hear, but I do appreciate his candor.

Anyhow, the Commissioner went on to acknowledge the resources the company has committed (\$800 million). He feels it will go along way to improve our facility and the environment; however, he cautioned us that there's another part of this whole thing. There's a continued belief among our employees that the company won't follow through on our commitments.

If you believe nothing else, believe this... the company will follow through and stay the course. We delivered the same message to INPO earlier this week. We have a plan in place to improve our business, and we are sticking to the plan.

The night before the Commissioner's visit, I watched the president speak about the current situation in Iraq. I'm not going to get into the politics of the decision, but I do want to speak about his message. He intends to stay the course. He made a decision based on the best available data and he intends to see it through. I see a similar parallel in our decisions. This station is on a course to improve using the best available data. I believe in our direction - our model for improving our performance - and I intend to stay the course.

The President went on to talk about the legacy of the decisions and choices he's making. No matter what happens from here, one thing is certain. Years from now, the legacy of the decision to go to war will be hotly debated in every history class in every college. People will line up on both sides of the issue - and yes, the President is confident in his direction and that the legacy will be positive.

I feel the same way with the decisions we are making. We make critical decisions each day. These decisions may compromise short-term goals, but they're the right decisions for the long run.

One last point Commissioner Merrifield stated, we cannot do this alone and it takes a great deal of teamwork to pull something like this off. Plainly said, we need to pull together. The company is showing its commitment, and we have to show our commitment for this to work. I'm challenging you to be committed, and to make tough decisions, so we can all look back a few years from now and know that we're on the right course too.

Regards,  
Roy Anderson

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**CC:** A. Randolph Blough; Hubert J. Miller; Jacob Zimmerman; James Wiggins;  
Mohammed Shuaibi