



UNITED STATES
NUCLEAR REGULATORY COMMISSION

REGION IV

611 RYAN PLAZA DRIVE, SUITE 400
ARLINGTON, TEXAS 76011-8064

MAY 20 1994

Dockets: 50-275
50-323
Licenses: DPR-80
DPR-82

Pacific Gas and Electric Company
Nuclear Power Generation, B14A
ATTN: Gregory M. Rueger, Senior Vice
President and General Manager
Nuclear Power Generation Bus. Unit
77 Beale Street, Room 1451
P.O. Box 770000
San Francisco, California 94177

SUBJECT: MANAGEMENT MEETING ON APRIL 21, 1994

This refers to the management meeting conducted on April 21, 1994, at the Region IV office in Arlington, Texas, about Diablo Canyon history, performance, and strategic initiatives. Attendees at the meeting are listed in Attachment 1.

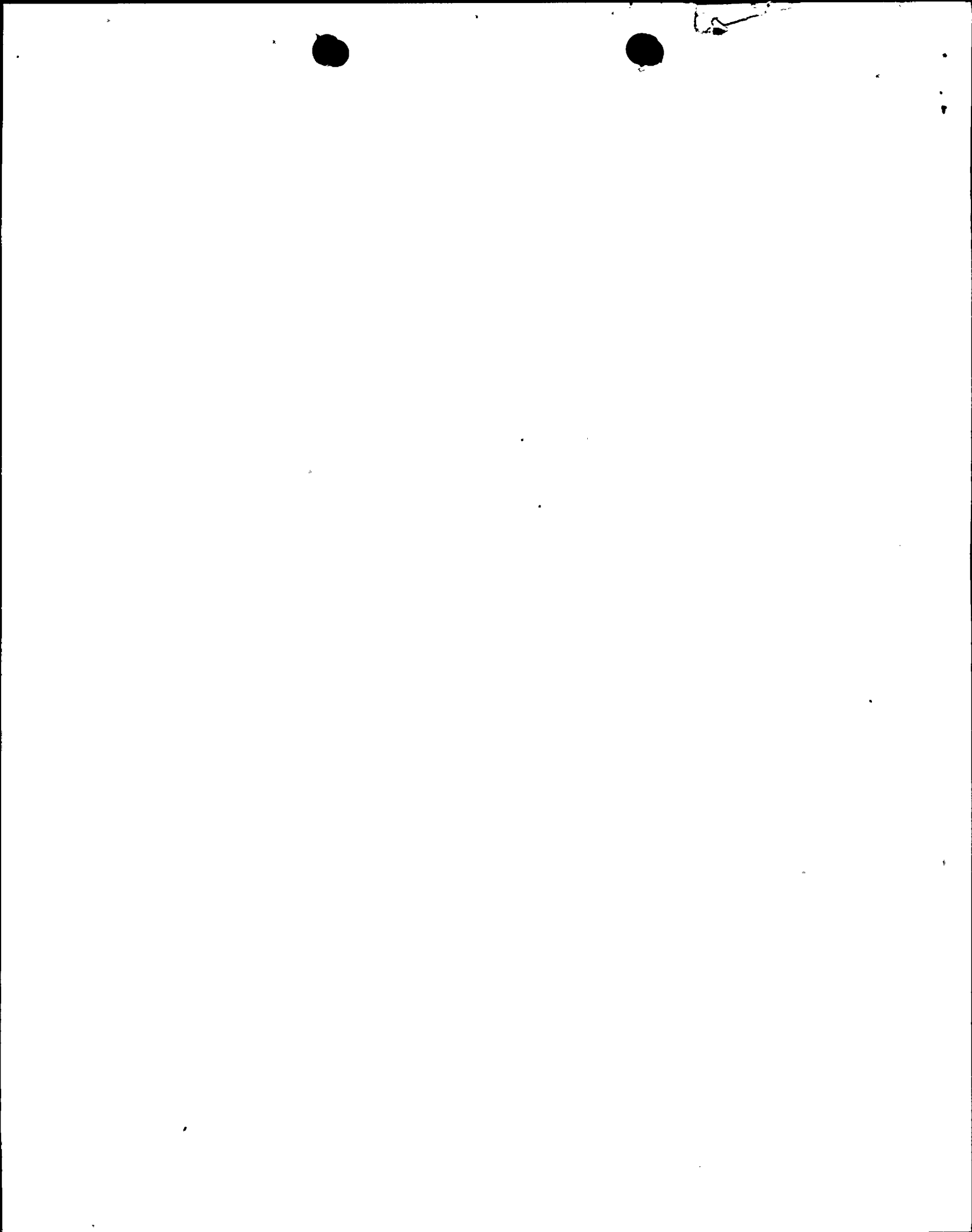
The presentation included an overview of Pacific Gas and Electric Company (PG&E), which included a description of the utility business, nuclear power generation, and the California Public Utilities Commission settlement agreement. The presentation also included discussion of Diablo Canyon construction and licensing history, local public relations, and the Nuclear Power Generation Organization structure.

We consider your perspectives important and appreciate the insights you have provided. Of particular interest was your discussion of performance indicators, as well as PG&E's plans for managing plant aging, cost, and low-level waste storage. Your presentation package is included as Attachment 2 to this summary.

In accordance with 10 CFR 2.790 of the NRC's "Rules of Practice," a copy of this letter and the attachments will be placed in the NRC Public Document Room.

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

Sincerely,



A. Bill Beach, Director
Division of Reactor Projects

Attachments:

1. Attendance List
2. Licensee Presentation

cc w/attachments:

Sierra Club California
ATTN: Dr. Richard Ferguson
Energy Chair
6715 Rocky Canyon
Creston, California 93432

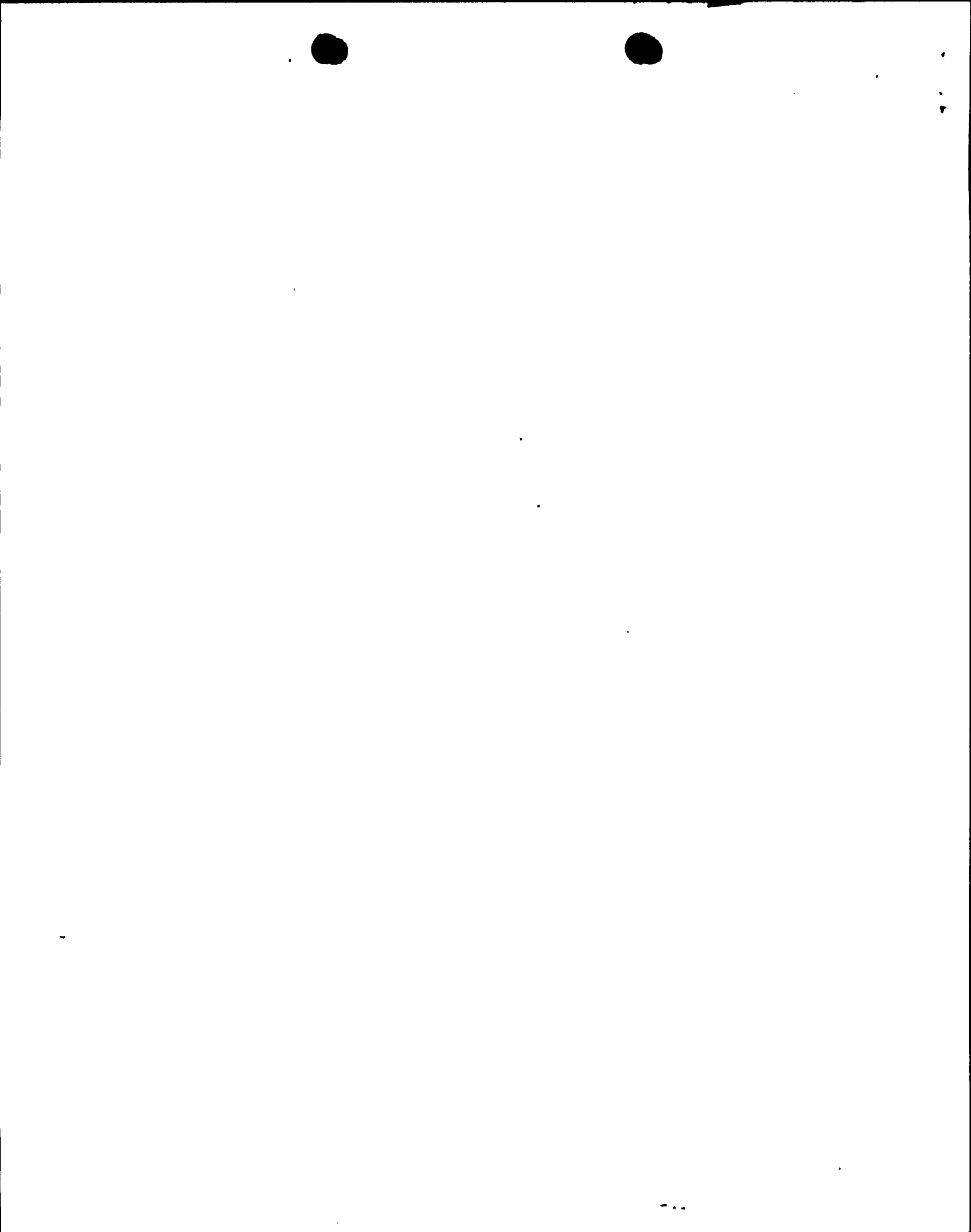
San Luis Obispo
Mothers for Peace
ATTN: Ms. Nancy Culver
P.O. Box 164
Pismo Beach, California 93448

Ms. Jacquelyn C. Wheeler
P.O. Box 164
Pismo Beach, California 93448

The County Telegram Tribune
ATTN: Managing Editor
1321 Johnson Avenue
P.O. Box 112
San Luis Obispo, California 93406

San Luis Obispo County Board of
Supervisors
ATTN: Chairman
Room 370
County Government Center
San Luis Obispo, California 93408

California Public Utilities Commission
ATTN: Mr. Truman Burns\Mr. Robert Kinosian
505 Van Ness, Rm. 4102
San Francisco, California 94102



Pacific Gas and Electric Company

-3-

Diablo Canyon Independent Safety Committee
Attn: Robert R. Wellington, Esq.
Legal Counsel
857 Cass Street, Suite D
Monterey, California 93940

Radiologic Health Branch
State Department of Health Services
ATTN: Mr. Steve Hsu
P.O. Box 942732
Sacramento, California 94234

State of California
ATTN: Mr. Peter H. Kaufman
Deputy Attorney General
110 West A Street, Suite 700
San Diego, California 92101

Pacific Gas and Electric Company
ATTN: Christopher J. Warner, Esq.
P.O. Box 7442
San Francisco, California 94120

Diablo Canyon Nuclear Power Plant
ATTN: John Townsend, Vice President
and Plant Manager
P.O. Box 56
Avila Beach, California 93424



MAY 20 1994

E-Mail report to D. Sullivan (DJS)

bcc to DMB (IE01)

bcc distrib. by RIV:

L. J. Callan

DRSS-FIPB

Branch Chief (DRP/E, WCFO)

RIV File

Leah Tremper, OC/LFDCB, MS: MNBB 4503

B. Beach, D/DRP

Resident Inspector

MIS System

Senior Project Inspector (DRP/E, WCFO)

Branch Chief (DRP/TSS)

MAY 24 1994

*File mem
pm*

RIV:PBE/DRP	C:PBE/DRP	D:DRP		
GJohnston <i>K</i>	DKirsch <i>K</i>	ABeach <i>AB</i>		
5/17/94	5/17/94	5/20/94		



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MAY 20 1994

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Paul M... PM

RIV:PBE/DRP	C:PBE/DRP	D:DRP		
GJohnston <i>K</i>	DKirsch <i>K</i>	ABeach <i>AB</i>		
5/17/94	5/17/94	5/20/94		

270012



Attachment 1

Attendance List for
Management Meeting of April 21, 1994

Licensee
Attendees:

G. M. Rueger, Senior Vice President and General
Manager, NPG Business Unit
J. D. Townsend, Vice President, Diablo Canyon
Operations and Plant Manager
J. A. Sexton, Manager, Nuclear Regulatory Services
R. L. Thierry, Director, Nuclear Licensing

NRC Attendees:

L. J. Callan, Regional Administrator
J. M. Montgomery, Deputy Regional Administrator
A. B. Beach, Director, Division of Reactor Projects
T. P. Gwynn, Director, Division of Reactor Safety
S. J. Collins, Director, Division of Radiation Safety
and Safeguards
K. E. Perkins, Director, Region IV Walnut Creek
Field Office
T. R. Quay, Director, Project Directorate IV-3, NRR
D. F. Kirsch, Chief, Project Branch E
G. W. Johnston, Senior Project Inspector



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**Meeting Between PG&E and
NRC Region IV
Arlington, Texas
April 21, 1994**



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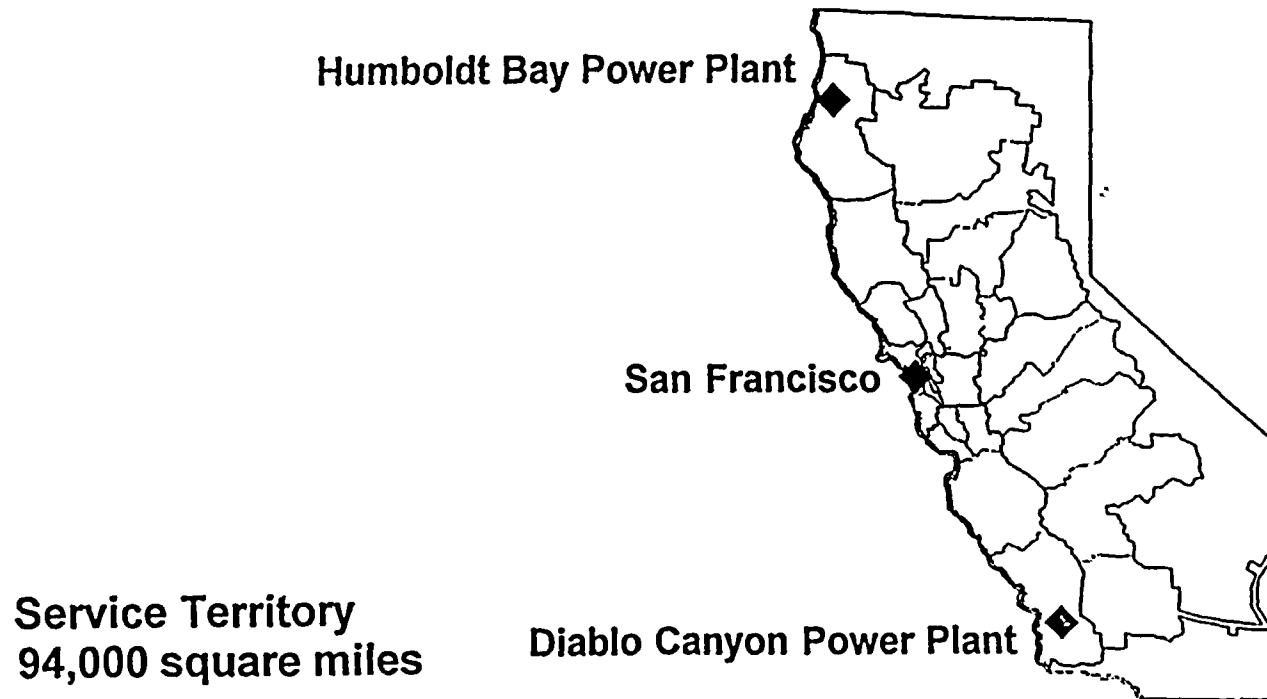
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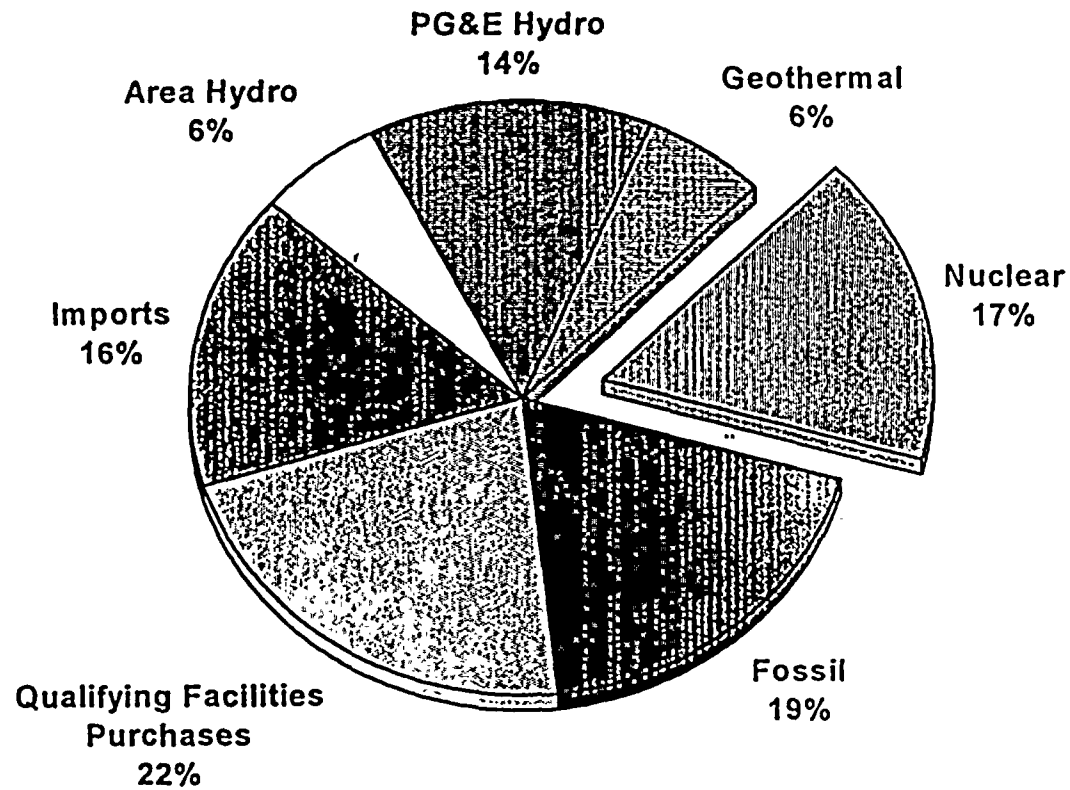
UTILITY BUSINESS

- Nation's largest investor-owned gas & electric utility
- 12.8 million people in Northern and Central California
- 23,000 employees
- \$ 27 billion assets
- \$ 10.6 billion revenues





UTILITY BUSINESS RESOURCE MIX

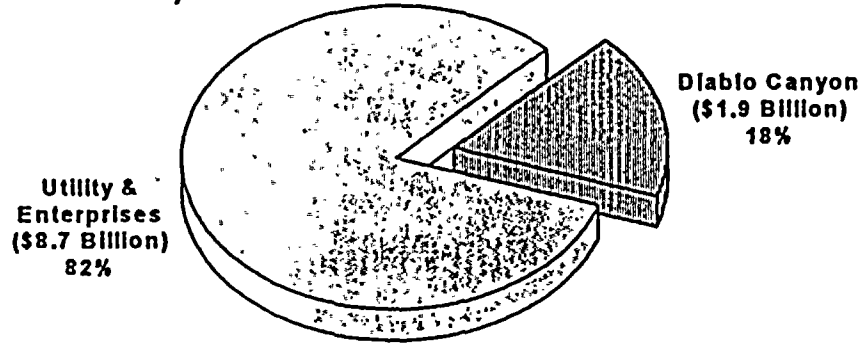


1993 Electric Generation = 75.6 Billion Kilowatt Hours

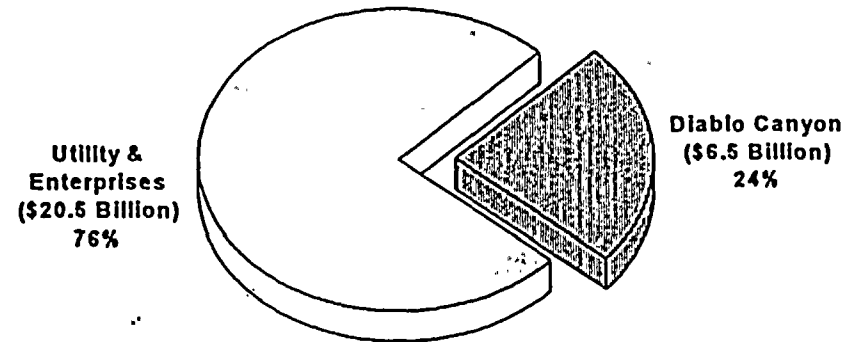


NUCLEAR POWER GENERATION REVENUES, ASSETS, AND EARNINGS

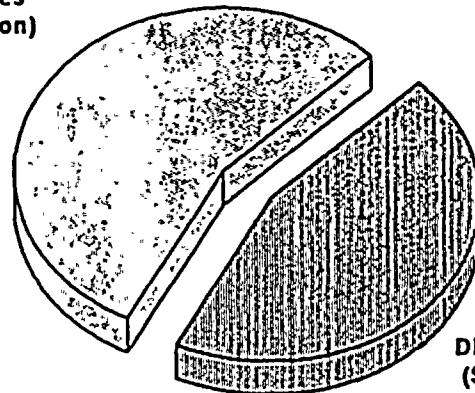
**1993 REVENUES
(\$10.6 BILLION)**



**1993 ASSETS
(\$27 BILLION)**

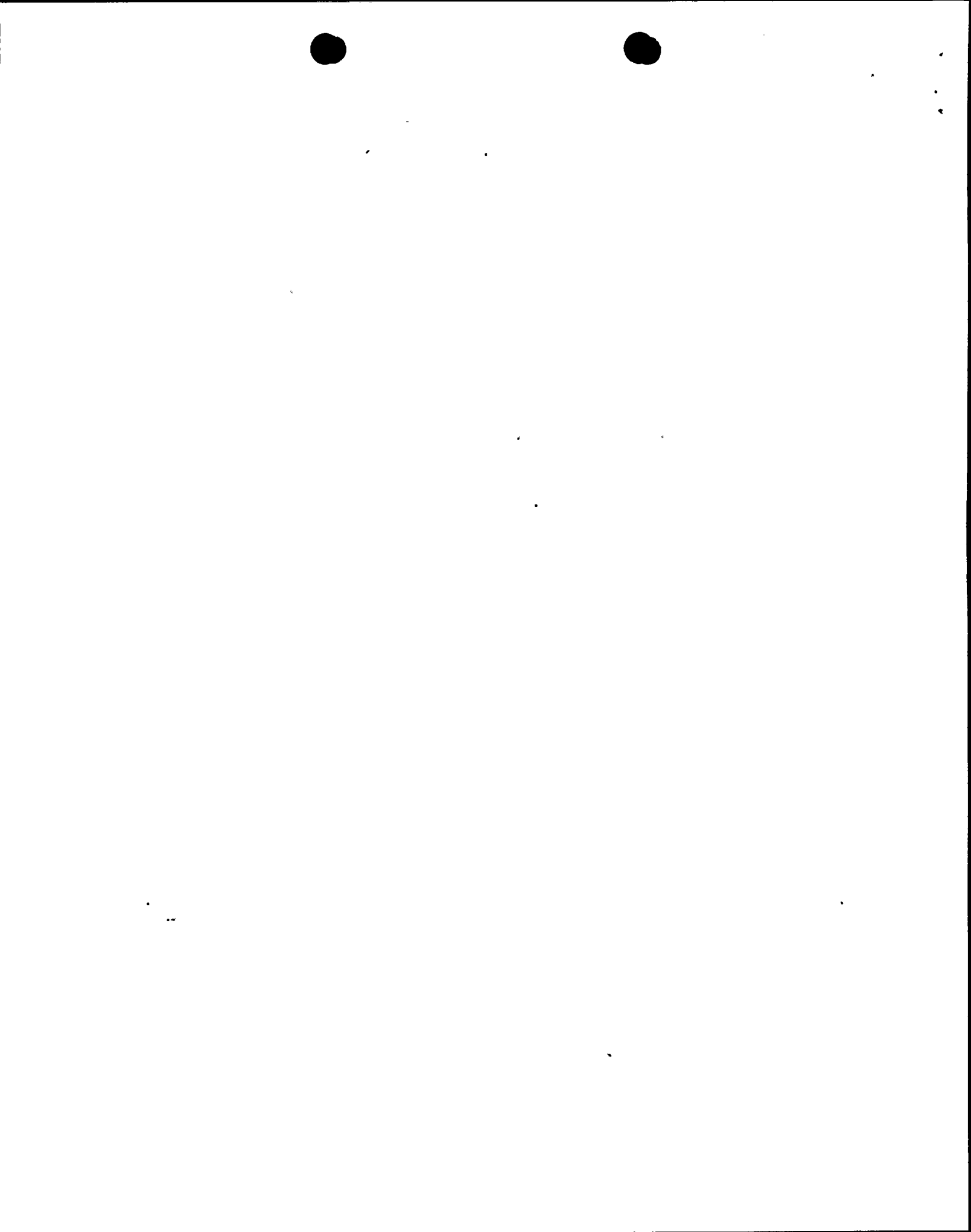


**Utility &
Enterprises
(\$604 Million)
55%**



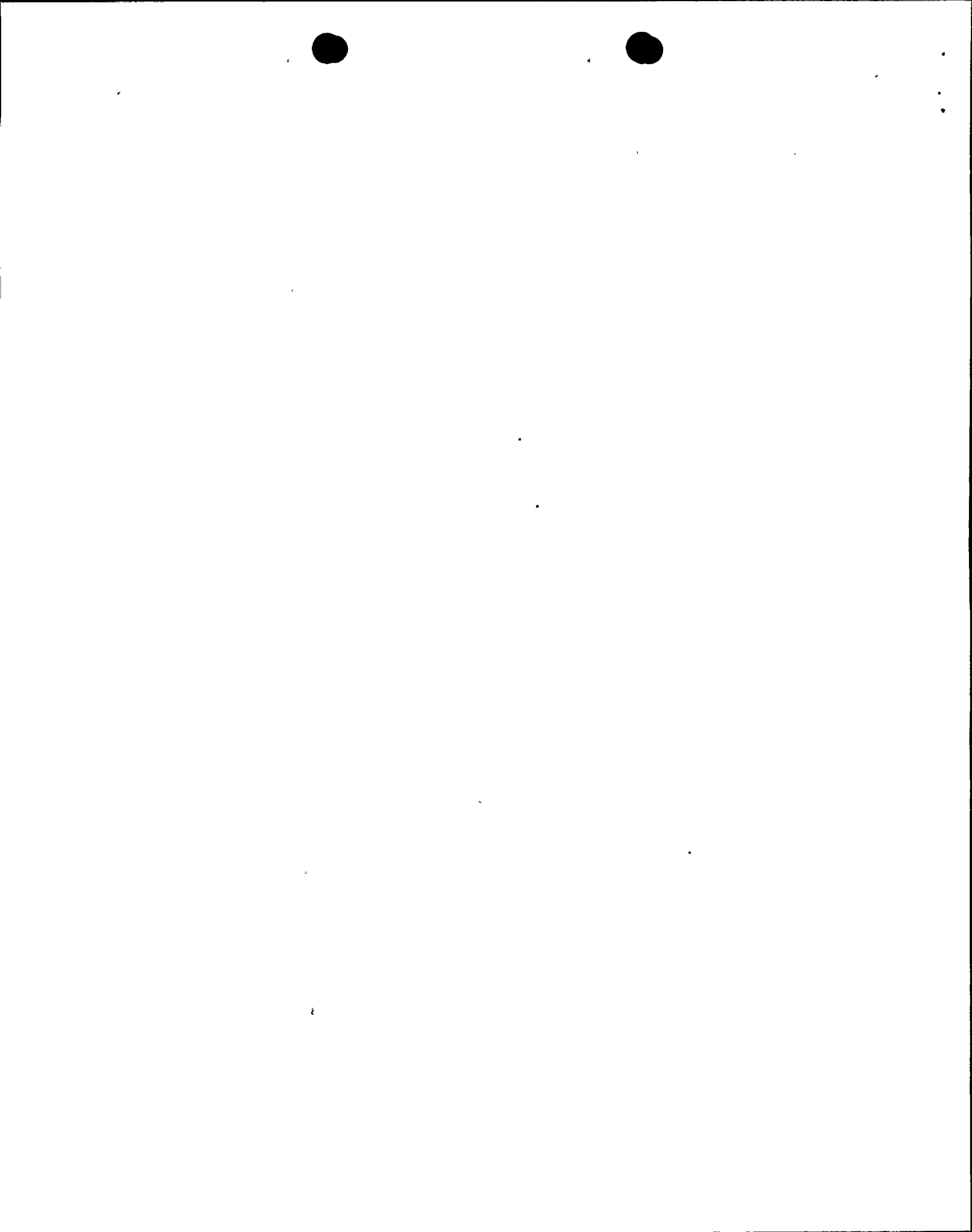
**1993 EARNINGS
(\$1.1 BILLION)**

**Diablo Canyon
(\$496 Million)
45%**



SETTLEMENT AGREEMENT PERFORMANCE BASED

- Revenues based on power actually generated (per kWh)
- Shareholders assume performance and cost risks
- Costs exempt from CPUC reviews (other than decommissioning)
- PG&E required to forego 1985 to 1988 generation payments
- Independent Safety Committee established



***DIABLO CANYON AND HUMBOLDT BAY
BACKGROUND***



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SLO COMMUNITY RELATIONS ECONOMICS

- DCPD largest private employer and tax resource in San Luis Obispo County
- Annual property and related taxes ~ \$60 million
 - Represents 25% of total county tax revenues
- Approximately 1,500 full-time employees and over 500 contract employees on-site
- DCPD annual payroll ~ \$190 million
- During outages, 1000 additional contract personnel



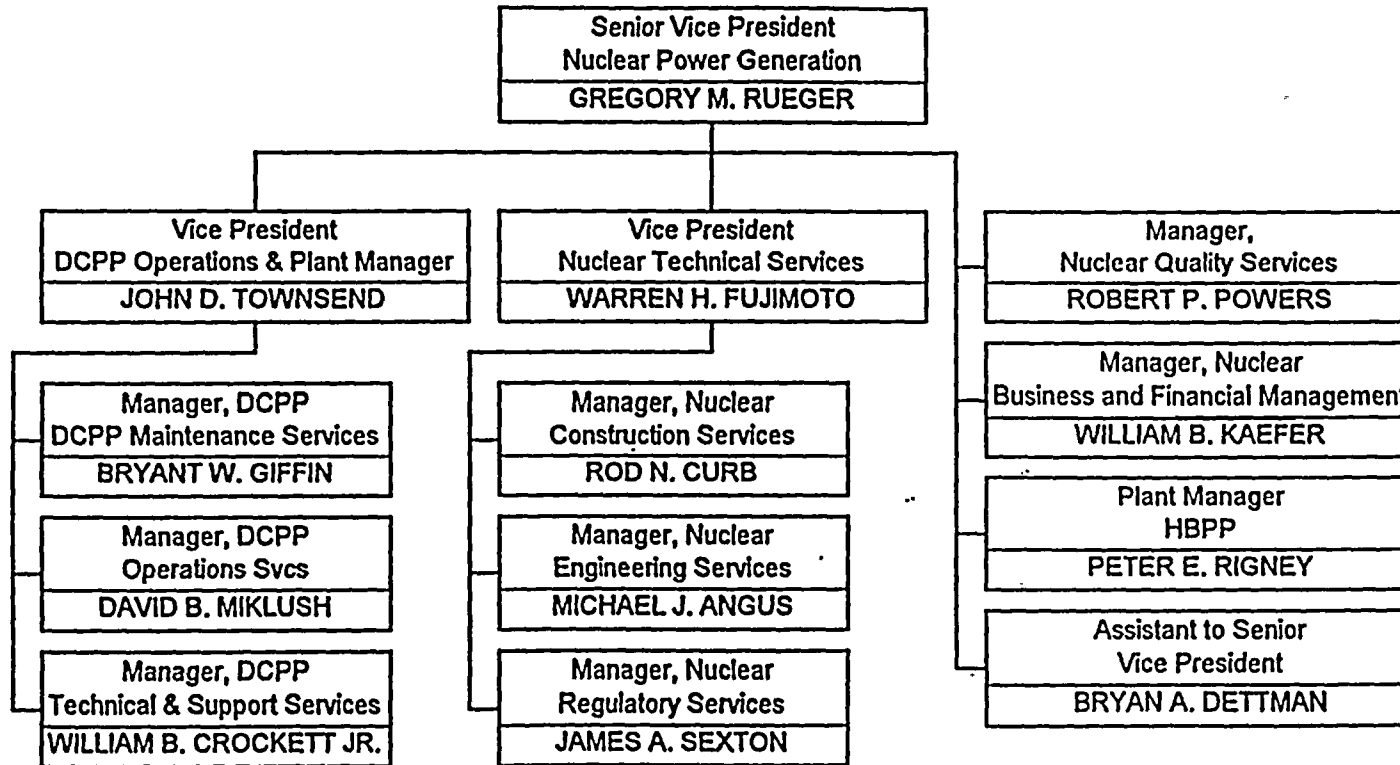
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HUMBOLDT BAY POWER PLANT BACKGROUND

- HBPP Unit 3 - 65 MWe BWR
- Began operation in 1963 and shutdown in 1976 for seismic upgrades
- PG&E announced decision to decommission Unit 3 in June 1983 based on economic factors (TMI and seismic upgrades)
- HBPP obtained possession-only license in July 1988



NUCLEAR POWER GENERATION ORGANIZATION



Total non-outage: 2780
PG&E: 1946
Contractors: 834

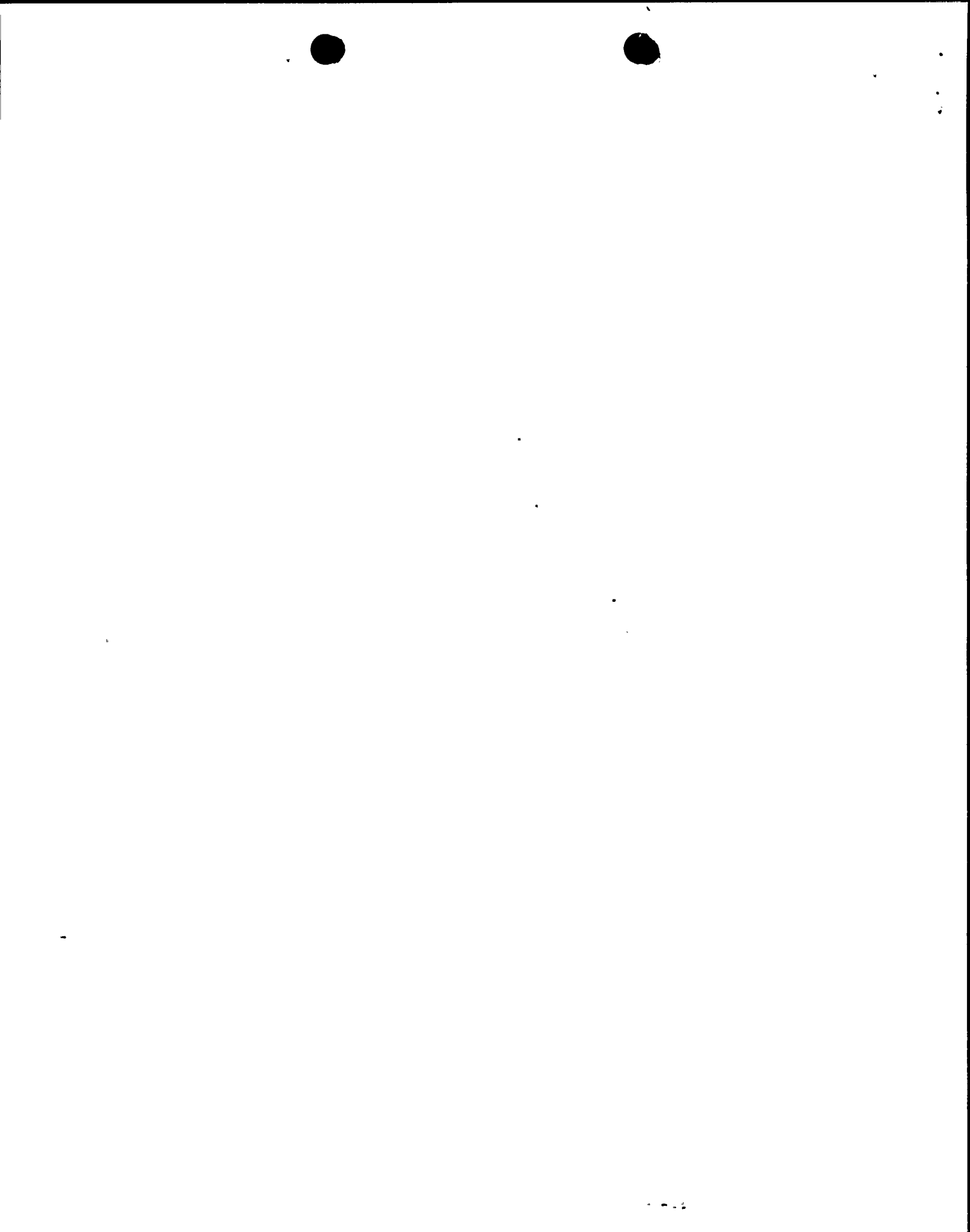


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DIABLO CANYON PERFORMANCE

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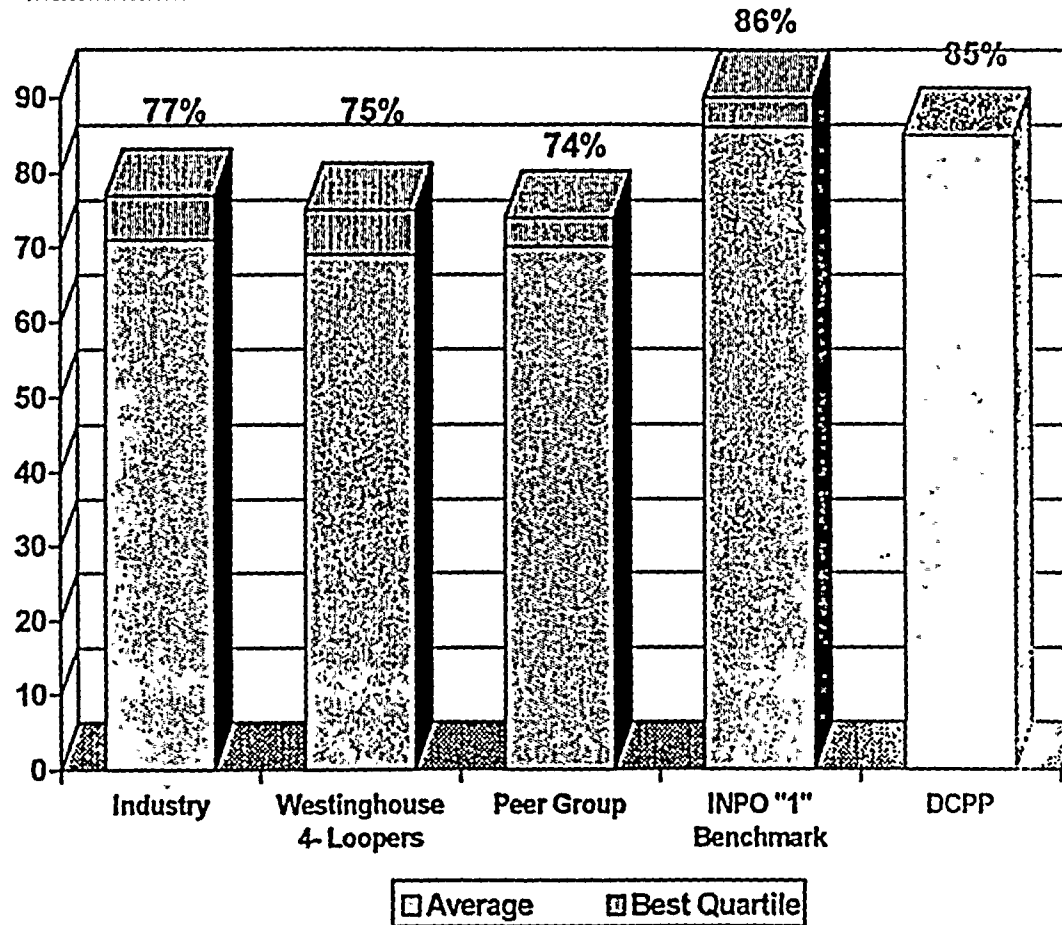


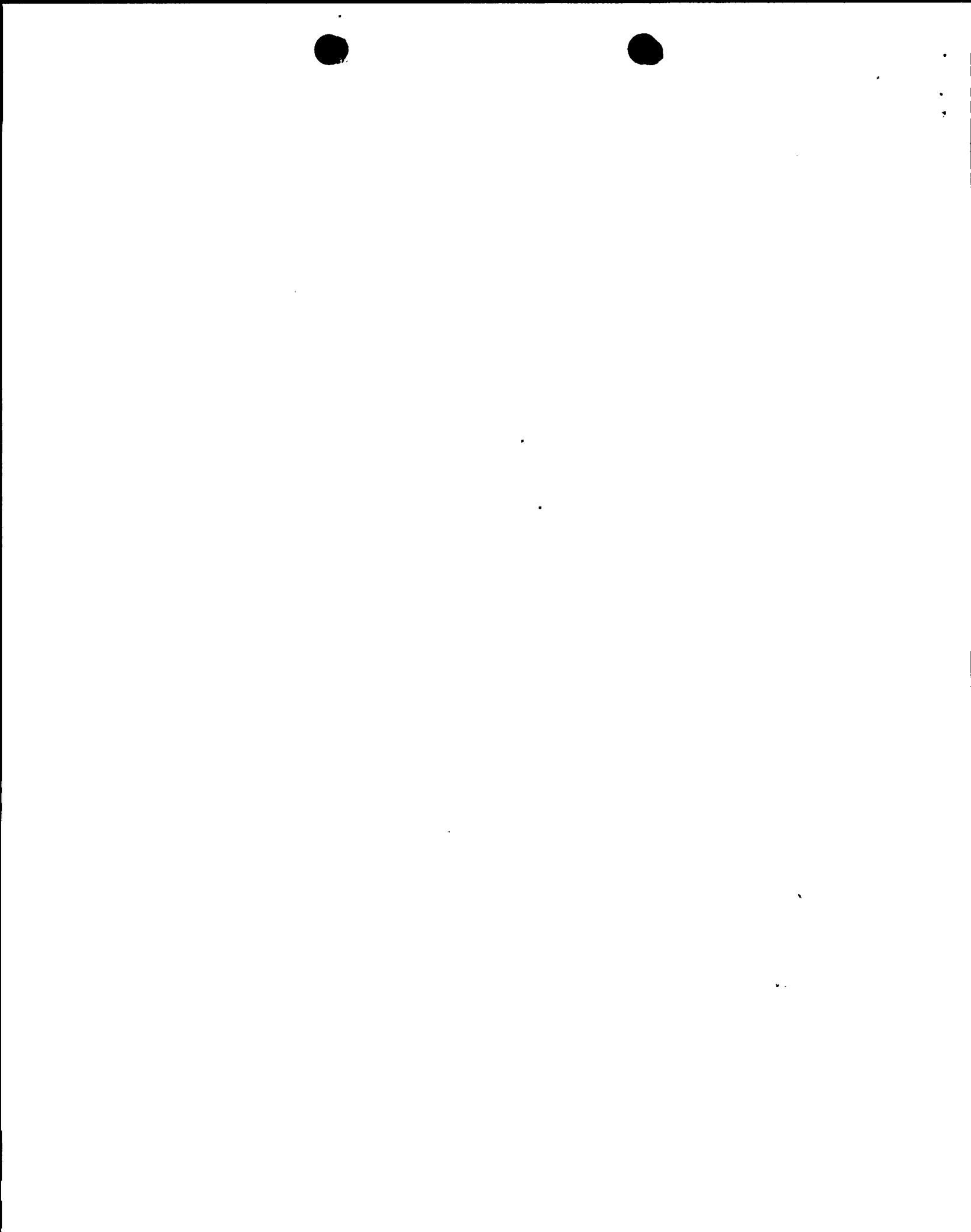


PERFORMANCE INDICATORS

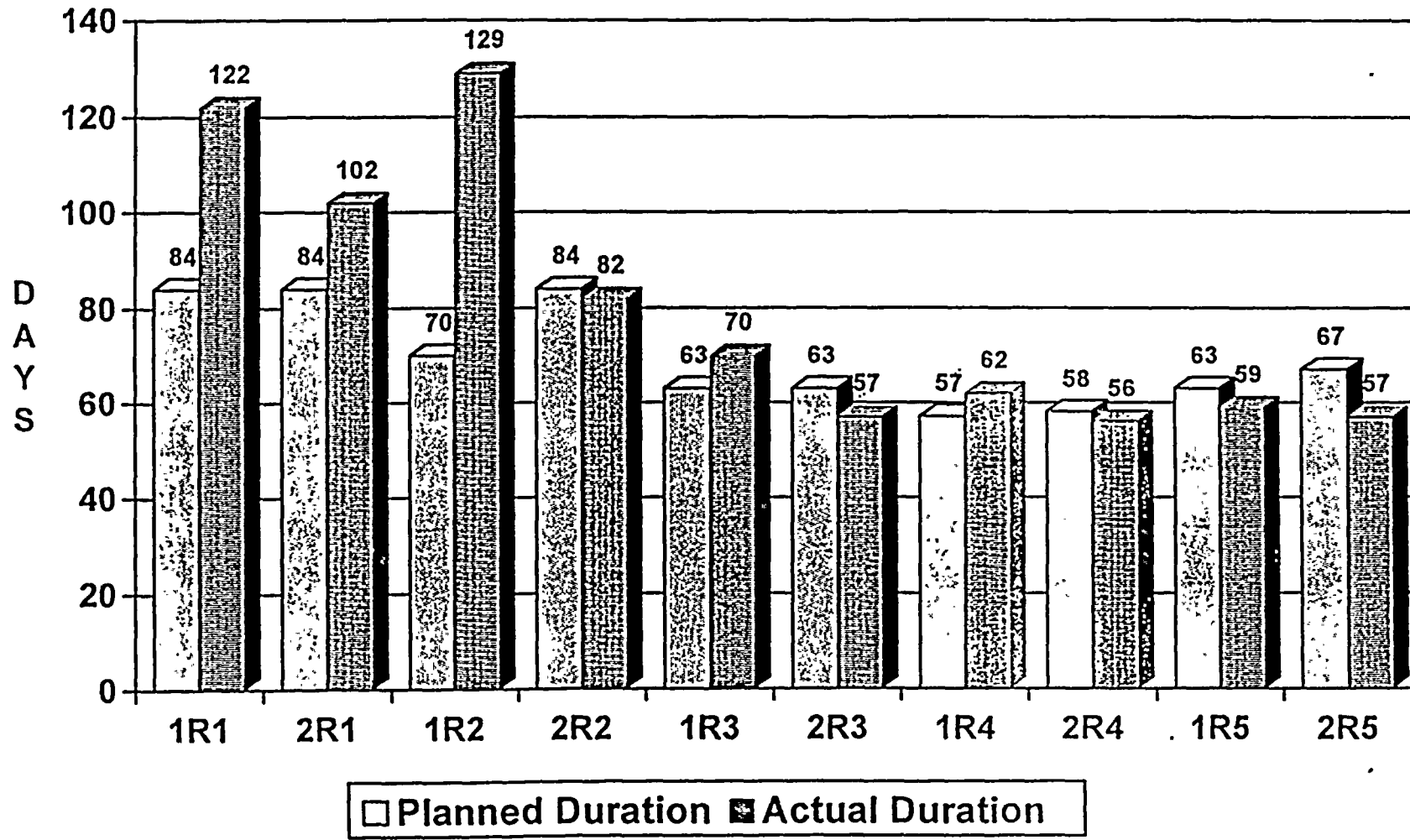
OVERALL CAPACITY FACTOR

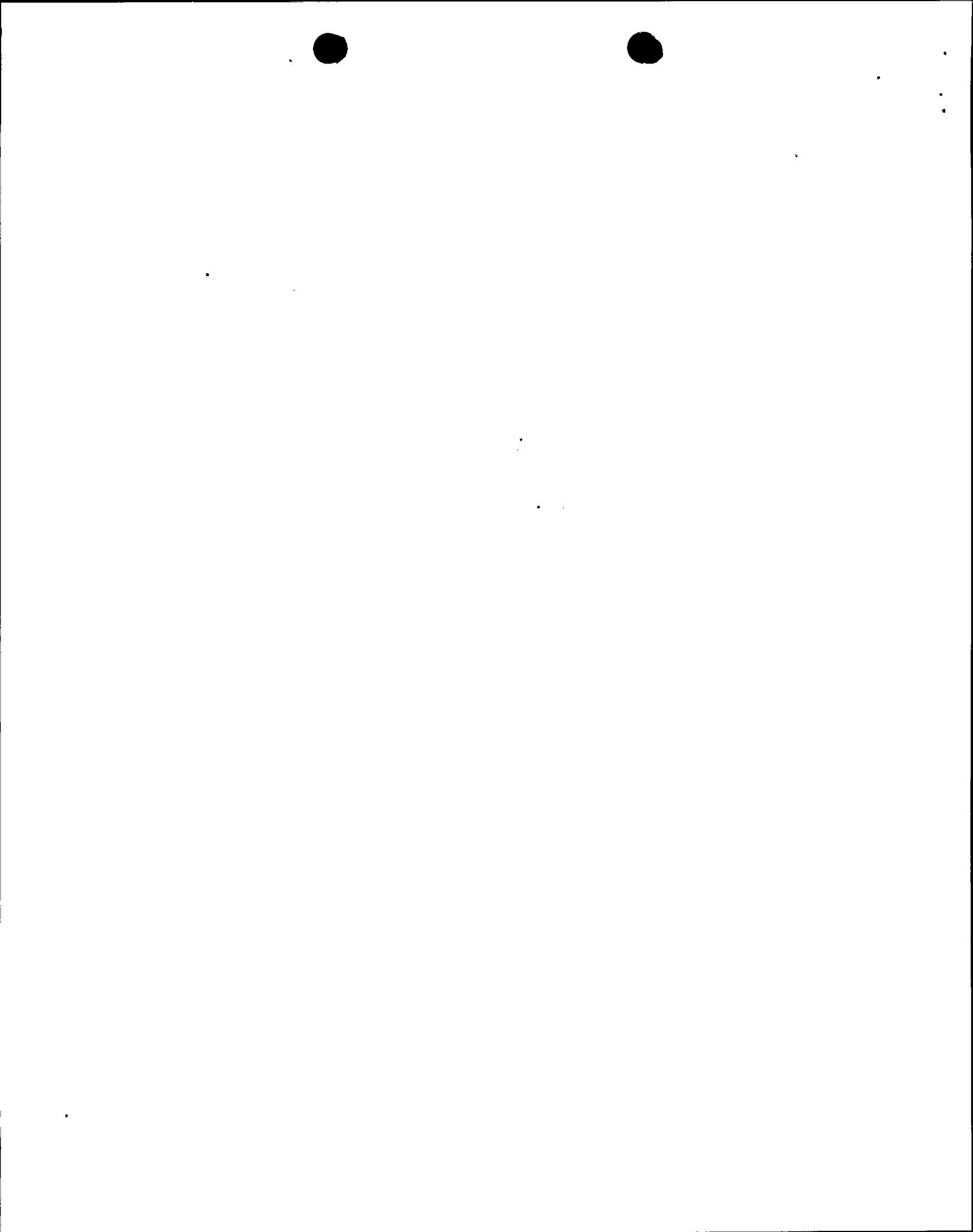
1990-1992 Average





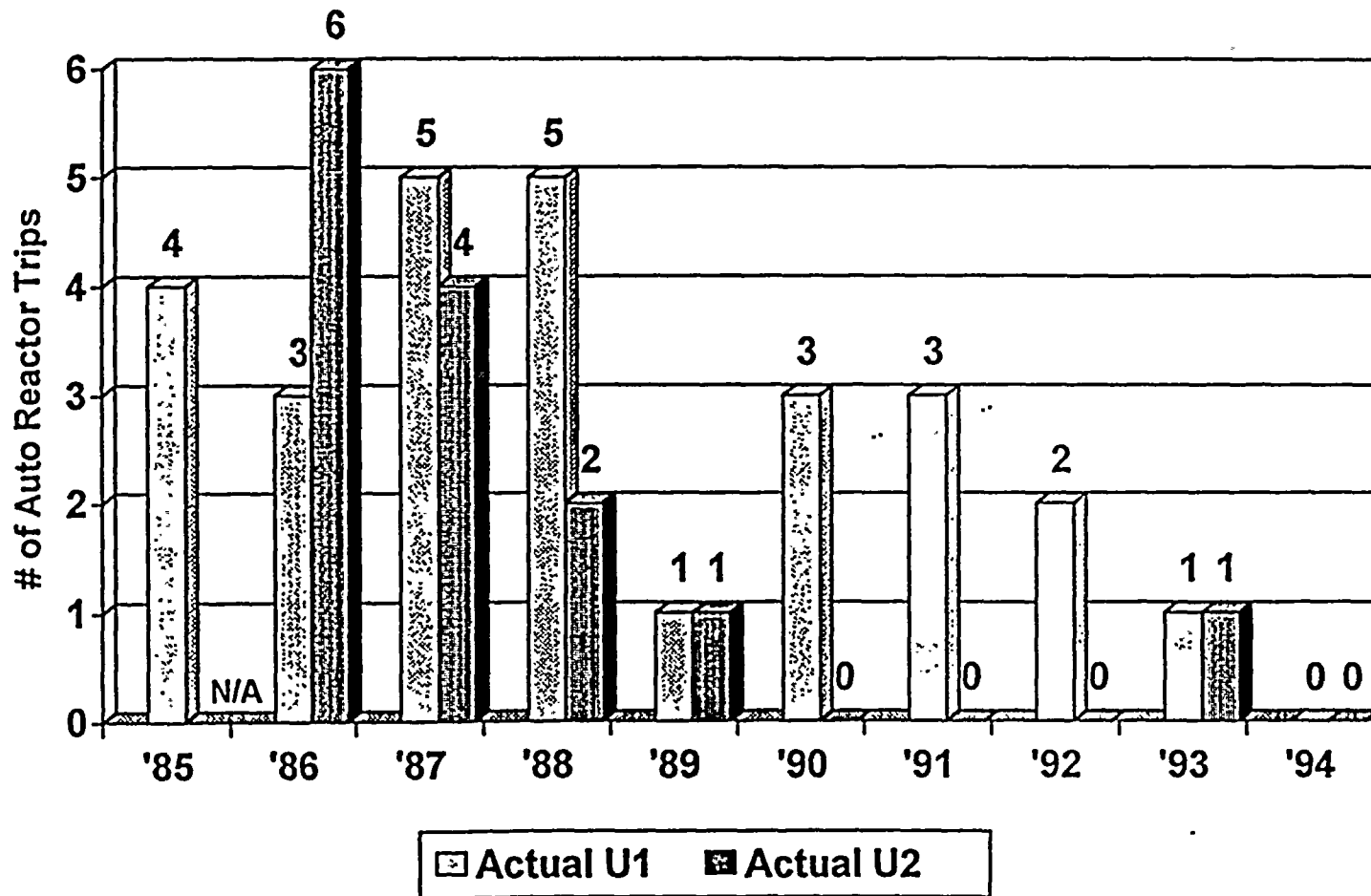
PERFORMANCE INDICATORS REFUELING OUTAGE DURATIONS





PERFORMANCE INDICATORS

UNPLANNED AUTOMATIC REACTOR TRIPS





DIABLO CANYON STRATEGIC ISSUES



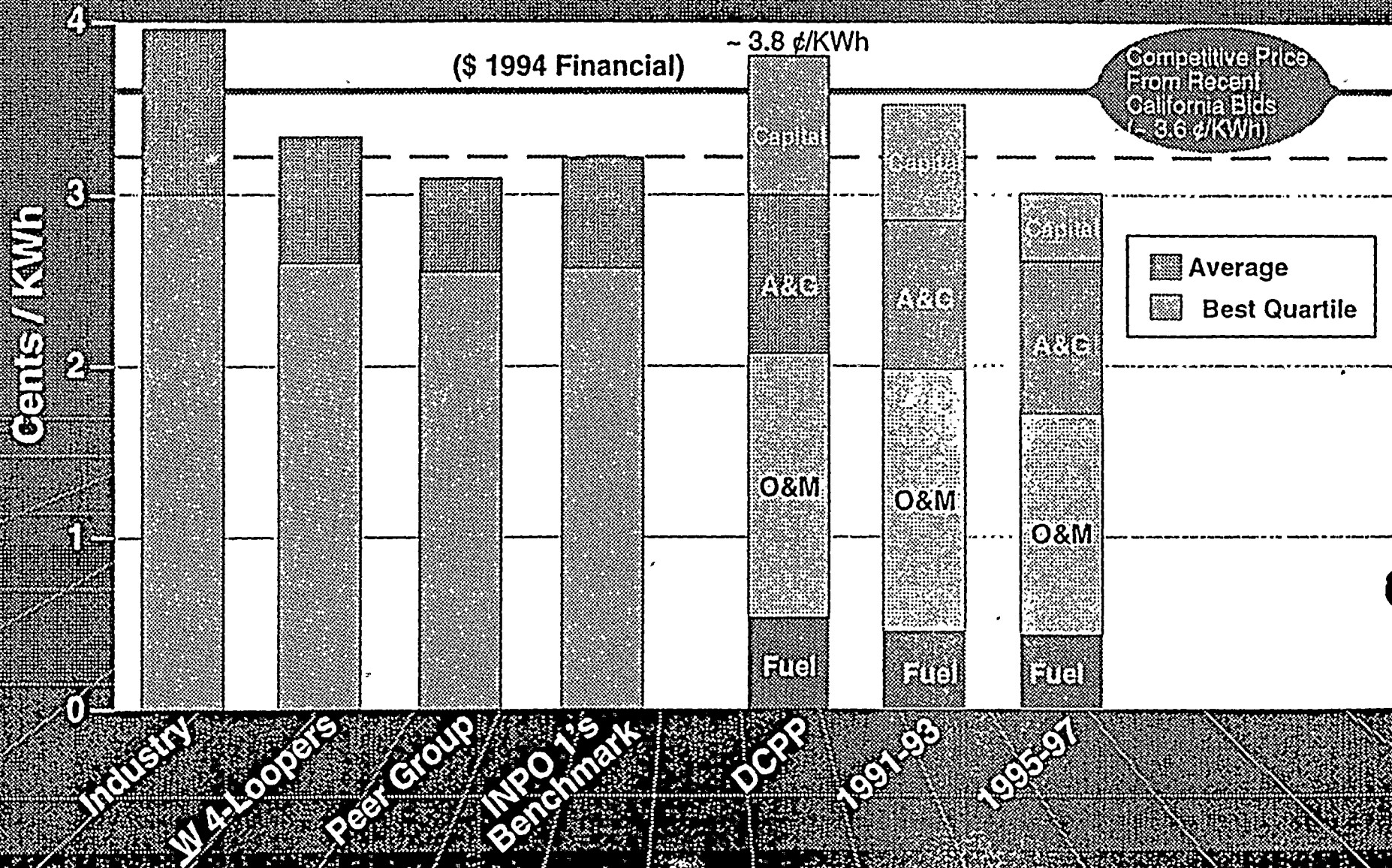
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"Full Cash" Costs



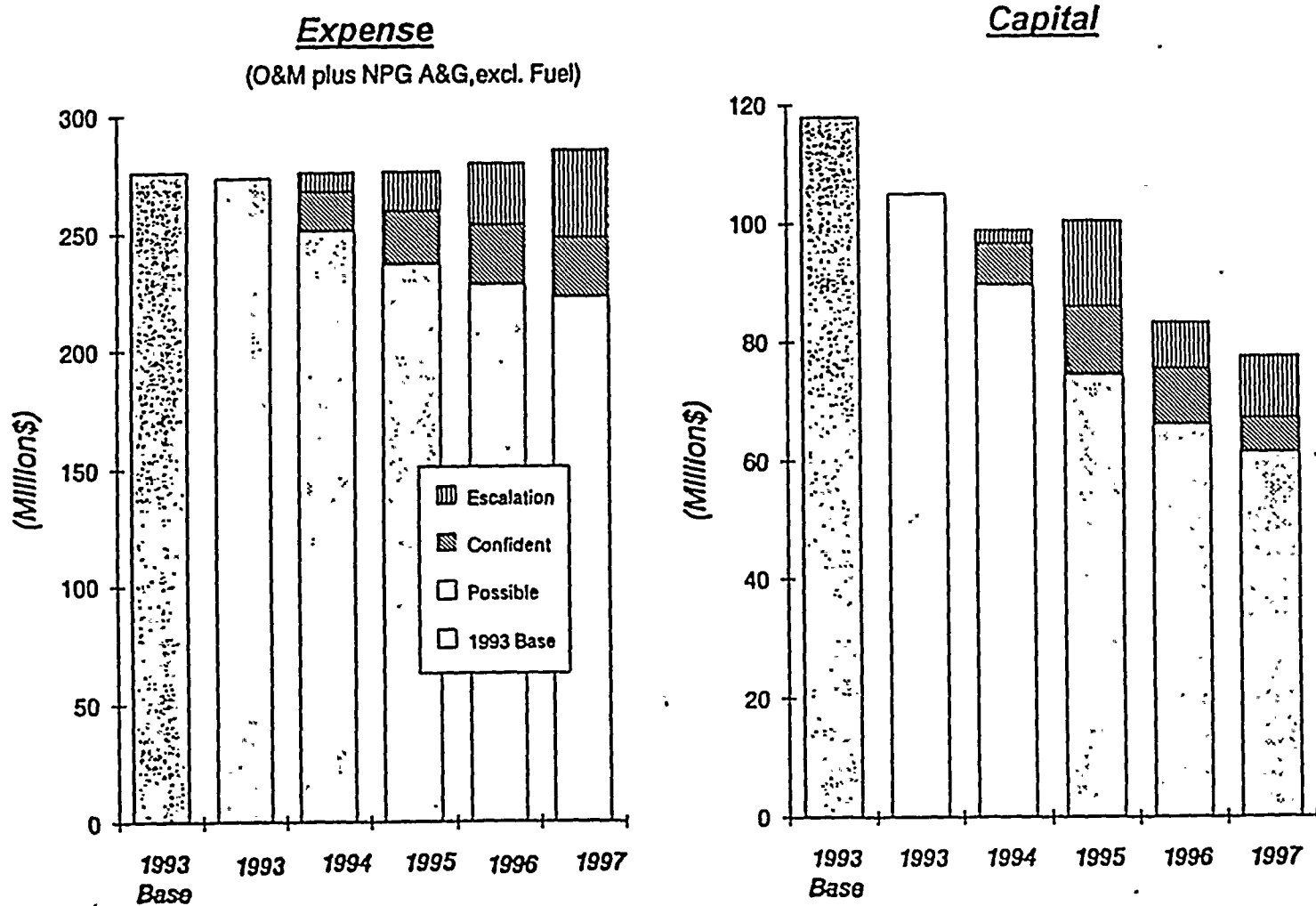
1990-1992 Average

Diablo Canyon





COST MANAGEMENT PLAN EXPENSE AND CAPITAL

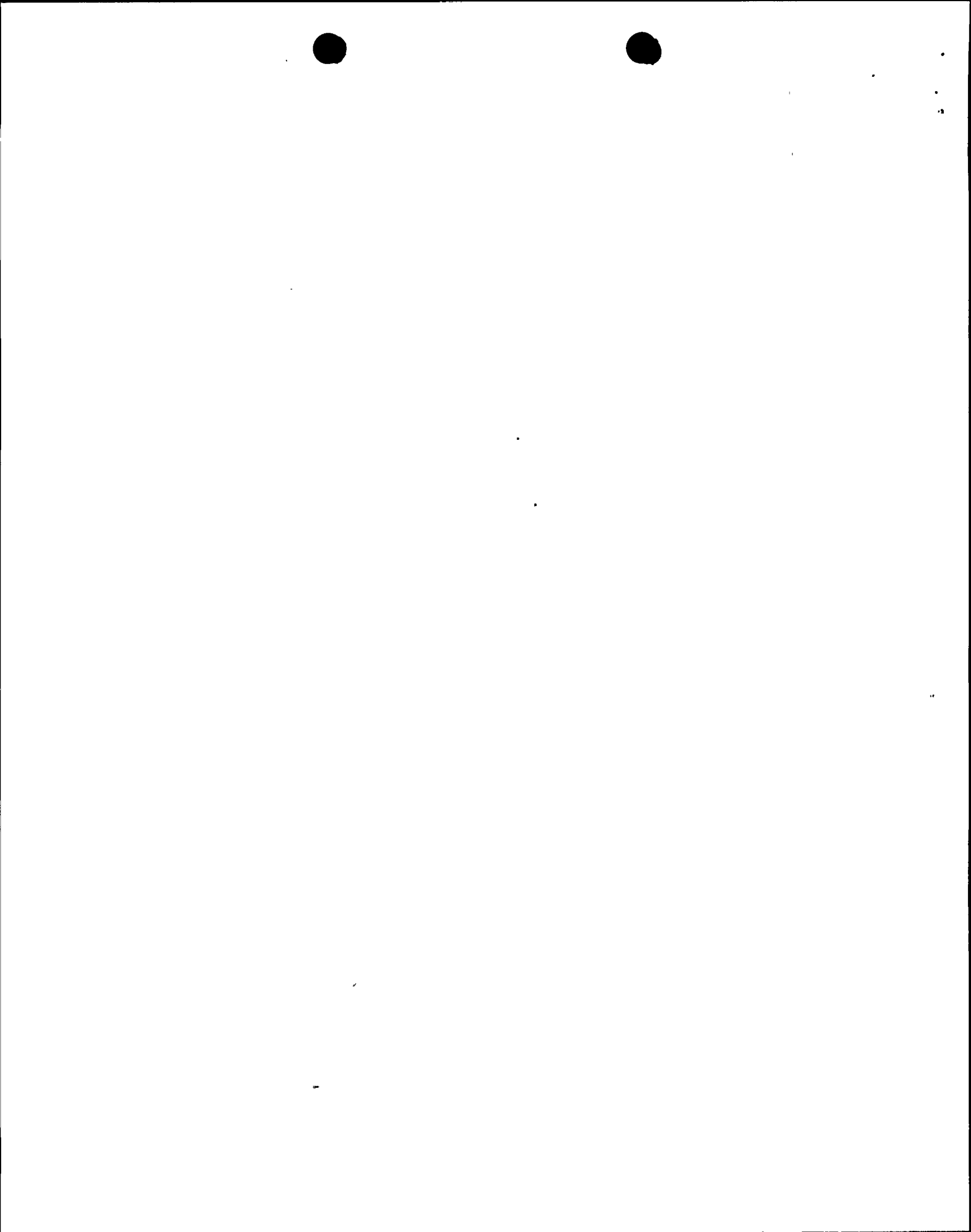


o Excludes incremental outage cost (1994 and 1997) and new airplanes.



LOW LEVEL WASTE STORAGE

- Currently disposing of radwaste at Barnwell
- Access to Barnwell will end after June 30, 1994
- Ward Valley delayed due to hold on Federal land transfer and litigation of state licensing
 - PG&E is supporting an effort to cause the land transfer
 - PG&E is a party in the licensing litigation
- Currently utilizing off-site processors for volume reduction
- Identifying ways to minimize waste generation
- Preparing for on-site storage

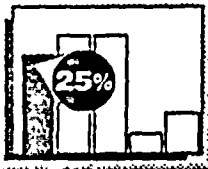


JDS
 Appt. [Signature]
 Date: 1/1/94

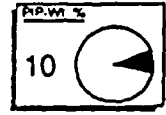
1994 NPG Goals & Objectives

GMR
 Acpt. [Signature]
 Date: 1/1/94

Goal #1 Safety and Quality of Operations

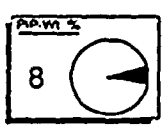


To operate Diablo Canyon and Humboldt Bay in a manner that ensures the highest level of safety both for the public and our employees, and to sustain Diablo Canyon's recognition as one of the nation's premier nuclear facilities. In support of this we are committed to:



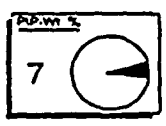
1.1 NRC Assessment JASexton (3-2466) (JLMA)
 To operate throughout 1994 in a manner that retains and strengthens Diablo Canyon's ability to remain on the NRC's "Best Plants" list.
 (Note: In 1994 DCPD is not scheduled to undergo an INPO audit and may not receive an NRC SALP review if a 24 month cycle is used.)

Goals- Coordinators	Objectives
JASexton (3-2466)	1.1.1 NRC SALP Rating (JLMA) Should a SALP review be given in 1994, DCPD receives at least three "1" scores and no scores less than a "2". (Note: the new SALP only has four categories for review)
DWOgden (3-9693)	1.1.2 NRC Notices Of Violation (JLMA) To limit the severity and total number of NRC Notices of Violation (NOVs) attributable to NPG (DCPD & HBPP) activities to no more than 12 Level IV or V NOVs, and no Level I, II, or IIIs.
SRFridley (4462)	1.1.3 Unplanned Automatic Reactor Trips (ALCS) To experience no Unplanned Automatic Reactor Trips while critical for both units.
DWOgden (3-9693)	1.1.4 LERs Submitted (JLMA) To limit events at DCPD and HBPP which require submittal of Licensee Event Reports (LERs) to no more than thirty (30).
LAHagen (4213)	1.1.5 Emergency Preparedness (ALCS) To conduct the annual DCPD Emergency Preparedness Exercise as required by 10CFR50.47(b)(14) and successfully demonstrate emergency capabilities which result in no significant deficiencies and no NRC Notices of Violation.
ALYoung (4520)	1.1.6 Timeliness Of Corrective Action - Quality Problem Reports (QPRs) (MAOS) To improve upon the timeliness of QPR corrective actions taken by NPG (DCPD and HBPP) by completing 10% more of our OE-AFRs, NCRs and OEs within the original estimated completion date than we did in 1993.
JMWelsch (3242)	1.1.7 Licensed Operator & Senior Operator Initial License Training Program (MAOS) To complete the 1993, 1994 training program and achieve a 100% success rate on the NRC examination for those students applying for NRC licenses.



1.2 Radiation Protection RGray (4745) (HMA1)
 To limit Diablo Canyon and Humboldt Bay workers' collective radiation dose equivalent exposure to 645 man-rem or less.
 (Note: Diablo Canyon undergoes two refueling outages in 1994.)

Goals- Coordinators	Objectives
TABennett (3444)	1.2.1 1R6 Radiation Protection (HMA1) To limit Diablo Canyon workers' collective radiation dose equivalent exposure during 1R6 to 350 man-rem or less.
RDEtzler (4094)	1.2.2 2R6 Radiation Protection (HMA1) To limit Diablo Canyon workers' collective radiation dose equivalent exposure during 2R6 to 270 man-rem or less.



1.3 Industrial Safety LAHagen (4213) (ALCS)
 To limit the INPO Industrial Safety Accident Rate for NPG (DCPD and HBPP) to no more than 0.25 per 200,000 hours worked.

1.4 DCPD Operating Performance JDTownsend (4350) (HMA1)

Goals- Coordinators	Objectives
JVBoots (4345)	1.4.1 Primary Chemistry Index (HMA1) To assure the Primary System Chemistry Index does not exceed 0.04 for each unit.
JVBoots (4345)	1.4.2 Secondary Chemistry Index (HMA1) To assure the Secondary System Chemistry Index does not exceed 0.23 for each unit.



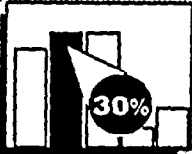
1.4 DCPD Operating Performance JDTownsend (4350) (HMA1) (d)

Goals- Coordinators	Objectives
SRFridley (4462)	1.4.3 DCPD Unplanned Reportable Radiation Releases (HMA1) <i>To experience no DCPD unplanned reportable releases of liquid or gaseous radioactive material to the environment.</i>
TCWilson (4439)	1.4.4 DCPD Non-Radioactive Releases (HMA1) <i>To maintain all DCPD non-radioactive releases to the environment in compliance with environmental permits and regulations.</i>
KAOliver (4245)	1.4.5 Error Reduction (HMA1) <i>To limit personnel errors which result in a load reduction, unit forced outage, or formal report to a regulatory agency to less than or equal to 0.3 per 100,000 hours worked.</i>

1.5 HBPP Operating Performance PERigney (5-0731) (MOC1)

Goals- Coordinators	Objectives
RDMcKenna (5-0715)	1.5.1 HBPP Unplanned Reportable Radiation Releases (MOC1) <i>To experience no HBPP unplanned reportable releases of liquid or gaseous radioactive material to the environment.</i>
RDMcKenna (5-0715)	1.5.2 HBPP Non-Radioactive Releases (MOC1) <i>To maintain all HBPP non-radioactive releases to the environment in compliance with environmental permits and regulations.</i>

Goal #2 Energy Production



To provide PG&E's customers with 15,218,000 MWh of net generation and PG&E \$1,864 million in revenue from Diablo Canyon in 1994. Meeting this goal requires NPG to achieve a 95% or better MDC (Maximum Dependable Capacity) net operating capacity factor on both units and completing the R6 outages in 57 and 55 days. In support of this we are committed to:

2.1 1994 DCPD Energy Production JDTownsend (4350) (HMA1)

Goals- Coordinators	Objectives
DBMiklush (4340)	2.1.1 DCPD Operating Capacity Factor (HMA1) <i>To achieve for Units 1 & 2 equal to or greater than 95% MDC Operating Capacity Factor.</i>
DBMiklush (4340)	2.1.2 DCPD Summer Generation Incentive (HMA1) <i>To earn the maximum summer generation incentive (equal to or greater than 700 "full power" hours for each unit from June through September).</i>
GMBurgess (4429)	2.1.3 Thermal Performance (HMA1) <i>To achieve a Units 1 & 2 Thermal Performance ratio equal to or greater than 99.6%.</i>
SRFridley (4462)	2.1.4 Forced Outage Rate (HMA1) <i>To reduce Units 1 & 2 Forced Outage Rate to less than or equal to 2%.</i>
SRFridley (4462)	2.1.5 Unplanned Capability Loss Factor (HMA1) <i>To reduce units 1 & 2 Unplanned Capability Loss Factor to less than or equal to 3%.</i>
TABennett (4608)	2.1.6 1R6 Refueling Outage (HMA1) <i>To complete the Unit 1 sixth Refueling Outage within 57 days.</i>
RDEtzler (4094)	2.1.7 2R6 Refueling Outage (HMA1) <i>To complete the Unit 2 sixth Refueling Outage within 55 days.</i>

2.2 1994 HBPP Energy Production PERigney (5-0731) (MOC1)

Goals- Coordinators	Objectives
RDMcKenna (5-0715)	2.2.1 HBPP Equivalent Operating Availability (MOC1) <i>To ensure HBPP Unit 1 and Unit 2 Equivalent Operating Availability (EOA) are at least 98% and 79% respectively.</i>



Goals- Coordinators	Objectives
DMcKenna (0715)	2.2.2 HBPP Equivalent Forced Outage Rate (MOC1) To limit HBPP Units 1 & 2 Equivalent Forced Outage Rate to less than or equal to 1%.
DMcKenna (0715)	2.2.3 HBPP MEPP Return To Service (MOC1) To ensure HBPP Mobile Emergency Power Plant (MEPP), Units 2 & 3, achieve a return to service at the request of the system dispatcher (Power Control), within 15 minutes of notification for one unit and 30 minutes for both, at least 95% of the time.

Goal #3 Earnings

GMRueger (3-4684) **To produce \$1.04 per share (goal case) in earnings from Diablo Canyon's operations in 1994.**

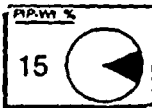
(Note: Performance at the corporate budget level (budget case) produces \$0.87 per share.)

Goal #4 Cost Management



To reduce the costs of operating Diablo Canyon and Humboldt Bay as outlined in the 1994 NPG Strategic Cost Management Plan. In support of this we are committed to:

4.1 Diablo Canyon Expense (non-benefit) costs WBKaefer (3-3539) (MOC1)



To reduce (non-fuel) NPG expense (including Corporate service support charges but not including "Corporate items A&G") costs for Diablo Canyon to \$326 million.

Goals- Coordinators	Objectives
TABennett (4608)	4.1.1 1R6 Outage Costs (EX03) To complete 1R6 with total cost 10% below budget (budget = \$58 million).
RDEtzler (4094)	4.1.2 2R6 Outage Costs (EX03) To complete 2R6 with total costs 10% below budget (budget = \$59 million).

4.2 Labor Force BADettman (3-6343) (OCC2)

To reduce non-outage PG&E employee and contractor staffing for Diablo Canyon and Humboldt Bay to 2,672 full-time equivalents by year end.

4.3 Diablo Canyon Capital Costs WAWogsland (3-2771) (MOC1)

To reduce capital costs for Diablo Canyon to \$97 million.

4.4 Humboldt Bay Nuclear Activity Expense Costs JFGerace (5-0750) (MOC1)

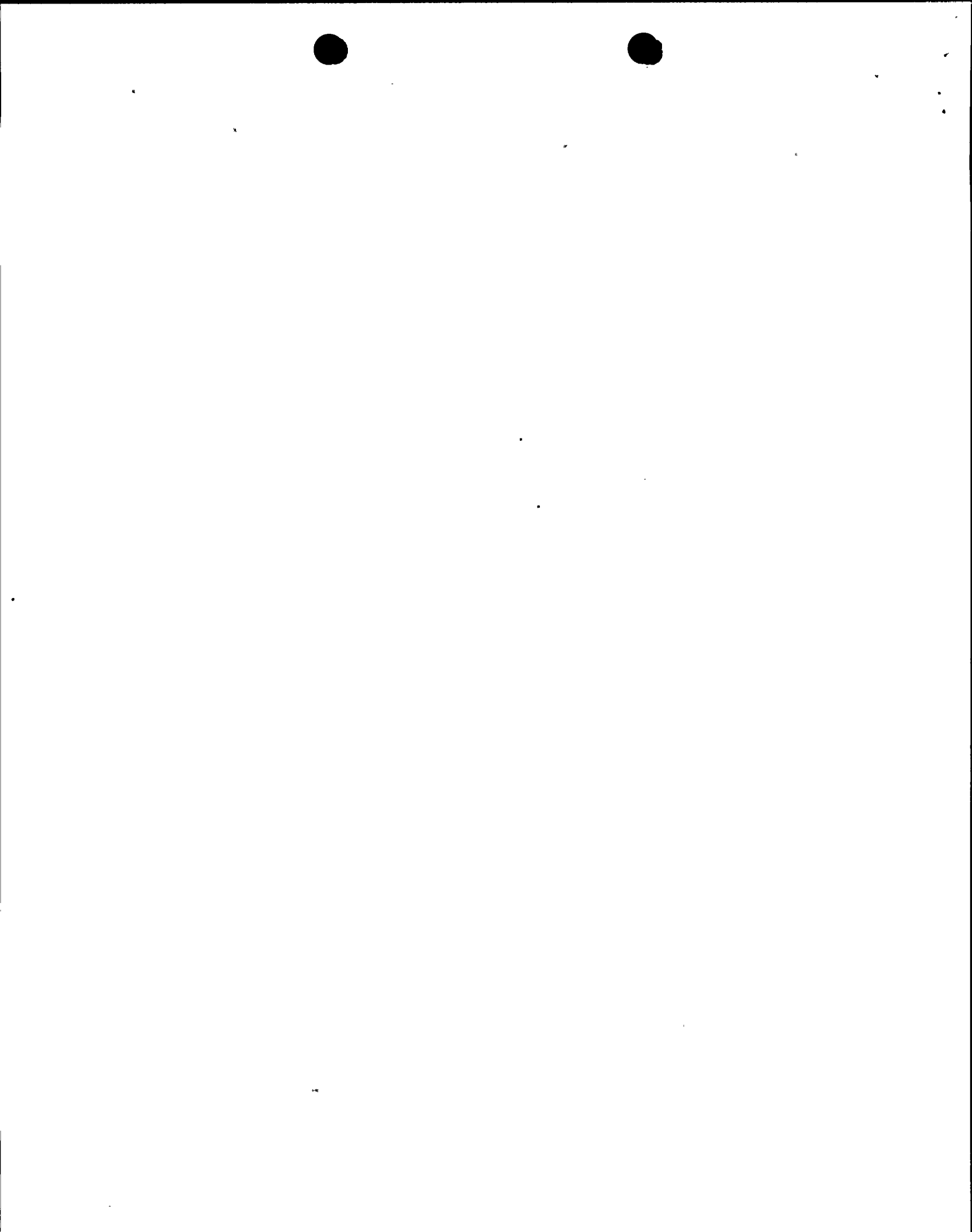
To achieve all HBPP nuclear activity expenditures (Programs 005, 016, 022B, 308, 351, 362 and 904) 10% below the 1994 budget of \$5.32 million.

4.5 Humboldt Bay Nuclear Activity Capital Costs JFGerace (5-0750) (MOC1)

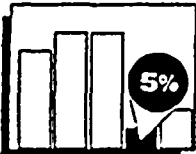
To achieve HBPP nuclear related capital expenditures 5% below the 1994 budget of \$106,000 for Program 362A.

4.6 Equal Opportunity Purchasing Program (EOPP) WBKaefer (3-3539) (MOC1)

To increase expenditures with competitive woman or minority owned business enterprises to 10% of total procurement expenditures less approved excludables.



Goal #5 Strategic Issues



To address key DCCP strategic issues by (1) successfully obtaining 13 and 15 year extensions of Unit 1's and 2's operating licenses, respectively, and (2) making significant progress in providing for the disposal of DCCP's low-level radioactive wastes. In support of this we are committed to:

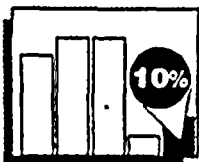
5.1 DCCP Operating License Extension CJWarner (3-6695) (JLM4)

To successfully obtain an extension of Unit 1's and Unit 2's operating licenses which recapture the construction period and provide the full 40 year operating life for which Diablo Canyon was designed to run.

5.2 Low-level Radioactive Waste Disposal WCStock (3-9100) (JLM4)

To (1) make clear progress towards the 1995 opening of the South-West Compact's low-level waste disposal facility at Ward Valley and (2) prepare for the safe and publicly accepted possible interim storage of low-level wastes on-site should Barnwell close and Ward Valley not yet be operational.

Goal #6 Continuous Improvement



To significantly advance the full implementation of an employee involved, continuous improvement culture by (1) implementation of the recommendations adopted from the 1993 process improvement and "action forum" efforts, (2) clearly modeling teamwork and facilitative leadership behaviors within the NPG top management team (3) accelerating general NPG employee CI training, and (4) accelerating the use of "action forums" and other team process improvement tools throughout NPG. In support of this we are committed to:

6.1 Implementation of Recommendations from 1993 Key Team Studies

MHStates (4749) (RLWR)

Goals- Coordinators	Objectives
RDEtzler (4094)	6.1.1 Outage Cost Reduction (HMA1) <i>To implement the near-term and to initiate the five-year strategies to reduce the expense of refueling outages while maintaining or enhancing outage quality and schedule performance.</i>
AIDame (3329)	6.1.2 General Employee Training Process (MA06) <i>To implement the strategies for reducing the total cost to NPG of General Employee Training (GET) in both time and expense by 25%.</i>
SRFridley (4462)	6.1.3 Quality Problem Evaluation Processes (ALCB) <i>To implement the accepted "action forum" recommendations for enhancing the effectiveness and reducing the cost of NPG quality problem evaluation and corrective action processes.</i>
BADottman (3-6343)	6.1.4 Budget, Planning & Goal Setting (DGC2) <i>To implement the accepted "action forum" recommendations for enhancing the value received from NPG's planning, goal setting and budgeting process while reducing process costs by a minimum of 15%</i>

6.2 1994 Continuous Improvement (CI) Program Acceleration MHStates (4749) (RLWR)

Goals- Coordinators	Objectives
GMRueger (3-4684)	6.2.1 Modeling CI Behaviors (RLWR) <i>The NPG Officers, Managers and Officer's Assistants work as an effective team, clearly modeling and using facilitative behaviors in leading NPG.</i>
MHStates (4749)	6.2.2 NPG General CI Training (RLWR) <i>By the end of 1994, greater than 40% of NPG's employees and key "base load" contractors have taken the 2 day "CI in NPG Orientation" program.</i>
MHStates (4749)	6.2.3 "Action Forums" and Other 1994 Team Process Improvement Tools (RLWR) <i>A cadre of 18 or more "action forum" facilitators are trained within NPG and the use of action forums and other team process improvement tools is accelerated during 1994.</i>

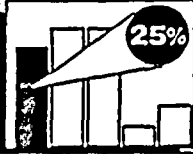
6.3 NPG Program Directives & Procedures Report CLEldridge (3-6405) (DGC2)

To fully complete and obtain approval of all Program Directives (PDs) and Administrative Procedures (IDAPs/DLAPs) by the end of 1994.



GMR**1994**

Revision 01-14-94

DCPP Goals & Objectives**JDT**Apvd.
Date:Acpt.
Date:NPG
Goal #1**S** **Safety and Quality of Operations**

To operate Diablo Canyon in a manner that ensures the highest level of safety both for the public and our employees, and to sustain Diablo Canyon's recognition as one of the nation's premier nuclear facilities. In support of this we are committed to:

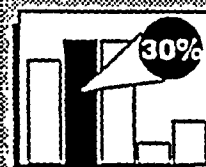
Goals- Coordinators	Ident. #	Objectives
3000.01/001.1 Number and Severity of NOVs 1 objective TLGrebelt (4720)		
		To limit the severity and total number of NRC Notices of Violation (NOVs) attributable to DCPP activities to no more than 12 level IV or V NOVs and no level I, II, or III.
TCWilson (4439)	3000.01/001.2	Environmental Notices Of Violation To receive no environmental Notices Of Violation (NOVs) during 1994.
JDTownsend (4350)	3000.01/002	NRC SALP Rating Should a SALP review be given in 1994, DCPP receives at least three "1" scores & no scores less than a "2". (Note: the new SALP only has four categories for review.)
SRFridley (4462)	3000.01/003	Unplanned Automatic Scrams Per 7,000 Hours Critical To maintain a rate of zero Unplanned Automatic Reactor Trips per 7,000 hours critical for each unit.
TLGrebelt (4720)	3000.01/004	Licensee Event Reports To limit events which require submittal of Licensee Event Reports (LERs) attributable to DCPP to no more than 30.
3000.01/005 Emergency Preparedness Exercise 2 objective LAHagon (4213)		
		To conduct the annual Emergency Preparedness Exercise as required by 10CFR50.47(b)(14) and successfully demonstrate emergency capabilities which result in no NRC NOVs and no FEMA deficiencies.
ALYoung (4520)	3000.01/006	Quality Problem Reports To complete 10% more of DCPPs QE-AFRs, NRCs and QEs within the original Estimated Closure Dates (ECDs) than was done in 1993.
3000.01/007 NRC Licensed Operator & Requal. Exams. 3 objective JMWelsch (3242)		
		To complete the 1993/1994 training program and achieve a 100% success rate on the NRC examination for those students applying for NRC licenses.
3000.01/008.1 Radiation Protection 4 objective RGray (4745)		
		To limit Diablo Canyon workers' collective radiation dose equivalent exposure to 645 man-rem or less.
3000.01/008.1.1 1R6 Radiation Protection 5 objective TABennett (3444)		
		To limit Diablo Canyon workers' collective radiation dose equivalent exposure during 1R6 to 350 man-rem or less.
3000.01/008.1.2 2R6 Radiation Protection 6 objective RDEtzler (4094)		
		To limit Diablo Canyon workers' collective radiation dose equivalent exposure during 2R6 to 270 man-rem or less.
RGray (4745)	3000.01/008.2	Personnel Contamination Incidents (PCIs) To limit total skin and clothing contaminations to less than or equal to 360 (180 during 1R6, 150 during 2R6) at DCPP.
JVBoots (4345)	3000.01/008.3	Off-site Air Dose To limit the off-site air dose from noble gases so that it does not exceed 0.02 mrad gamma per Unit, excluding load following effects.
JVBoots (4345)	3000.01/008.4	Liquid Effluent Discharge Curie Content To assure the cumulative curie content of liquid effluent discharges, excluding tritium and noble gases, does not exceed 1.5 curies per year.
JVBoots (4345)	3000.01/008.5	Liquid Radwaste Discharged Volume To limit the volume of liquid radwaste discharged from DCPP so that it does not exceed 3.6 million gallons.
RGray (4745)	3000.01/008.6	Volume Of Low-Level Solid Radioactive Waste To limit the volume of low-level solid radioactive waste so that it does not exceed 3651 cubic feet.



#1 Safety and Quality Operations (cont'd)

Goals- Coordinators	Ident. #	Objectives
100.01/009 Industrial Safety <i>To limit the DCPD Industrial Safety Accident Rate to no more than 0.25 per 200,000 hours worked.</i>		
JAHagen (4213)		
sts	3000.01/0010.1	Primary Chemistry Index <i>To assure the Primary System Chemistry Index does not exceed 0.04 for each unit.</i>
ots	3000.01/0010.2	Secondary Chemistry Index <i>To assure the Secondary System Chemistry Index does not exceed 0.23 for each unit.</i>
roff)	3000.01/011	Fuel Reliability <i>To strive for zero fuel cladding defects by assuring that corrected Iodine 131 activity does not exceed 0.0005 micro ci/g at each unit.</i>
3000.01/012 Unplanned Reportable Releases <i>To experience no unplanned reportable releases of radioactive or non-radioactive material to the environment.</i>		
DBMiklush (4340)		
Oliver 53)	3000.01/013	Error Reduction <i>To limit personnel errors which result in a load reduction, unit forced outage, or a formal report to a regulatory agency to less than or equal to 0.3 per 100,000 hours worked at DCPD.</i>
Exner 302)	3000.01/014	NRC Maintenance Rule <i>To implement action plan for compliance with the new NRC Maintenance Rule.</i>
RGroff (489)	3000.01/015	Surveillance Requirements <i>To limit the number of reportable missed surveillance requirements to zero.</i>
AVosburg (4622)	3000.01/016.1	Safety System Performance - High Pressure Safety Injection <i>To assure High Pressure Safety Injection System unavailability does not exceed 0.010 per unit.</i>
AVosburg (4622)	3000.01/016.2	Safety System Performance - Auxiliary Feedwater <i>To assure Auxiliary Feedwater System unavailability does not exceed 0.015 per unit.</i>
AVosburg (4622)	3000.01/016.3	Safety System Performance - Emergency AC Power <i>To assure Emergency AC Power unavailability does not exceed 0.020.</i>
SRFridley (4462)	3000.01/017	Unplanned Safety System Actuations <i>To experience no Unplanned Safety System Actuations.</i>
JEMolden (4336)	3000.01/018	Control Room Instruments <i>To limit the number of out-of-service Control Room Instruments so that they do not exceed an average of 10 per unit.</i>
JEMolden (4336)	3000.01/019	Control Room Annunciators <i>To limit the number of Main Control Room Annunciators on continuously under normal operating conditions so that they do not exceed 0 per unit.</i>
CRGroff (4489)	3000.01/020.1	Jumpers / Lifted Leads - Non-Safety Related <i>To maintain the number of jumpers / lifted leads to less than or equal to 20 non-safety related for each unit.</i>
CRGroff (4489)	3000.01/020.2	Jumpers / Lifted Leads - Safety Related <i>To maintain the number of jumpers / lifted leads to less than or equal to 5 safety related for each unit.</i>
	3000.01/021	NRC Assessment (For information only) <i>To operate throughout 1994 in a manner that retains and strengthens Diablo Canyon's ability to remain on the NRC's "Best Plants" list.</i>

NPG Goal #2 Energy Production






To provide PG&E's customers with 15,218,000 MWh of net generation and PG&E \$1,864 million in revenue from Diablo Canyon in 1994. Meeting this goal requires NPG to achieve a 95% or better MDC (Maximum Dependable Capacity) net operating capacity factor on both units and completing the R6 outages in 57 and 55 days. In support of this we are committed to:

Goals- Coordinators	Ident. #	Objectives
SRFridley (4462)	3000.02/001	Unit Capability Factor <i>To achieve a 80% Capability Factor for both Unit 1 and Unit 2 (consistent with the 1R6 goal of 57 days, the 2R6 goal of 55 days, and the MDC Net Operating Capacity Factor goal of 95%).</i>



Goal #2

Energy Production (cont'd)


Goals- Coordinators	Ident. #	Objectives
 DBMiklush (4340)	3000.02/001.1	Operating Capacity Factor To achieve for Units 1 & 2 equal to or greater than 95% MDC Net Operating Capacity Factor (93% DER Net OCF).
 TABennett (3444)	3000.02/001.2	1R6 Outage To complete the Unit 1 sixth Refueling Outage within 57 days.
 RDEtzler (4094)	3000.02/001.3	2R6 Outage To complete Unit 2 sixth Refueling Outage within 55 days.
DBMiklush (4340)	3000.02/002	Summer Generation Incentive To earn the maximum summer generation incentive (equal to or greater than 700 "full power" hours for each unit from June through September).
GMBurgess (4429)	3000.02/003	Thermal Performance To achieve a Units 1 & 2 Thermal Performance ratio equal to or greater than 99.6.
SRFridley (4462)	3000.02/004	Forced Outage Rate To maintain Units 1 & 2 Forced Outage Rate less than or equal to 2%.
SRFridley (4462)	3000.02/005	Unplanned Capability Loss Factor To maintain Units 1 & 2 Unplanned Capability Loss Factor less than or equal to 3%.
BWGilfin (4168)	3000.02/006	Corrective Maintenance Backlog To reduce corrective maintenance work backlog greater than 3 months old to less than or equal to 129 items, excluding work that requires a curtailment or an outage, by 12/31/94.
BWGilfin (4168)	3000.02/007	Preventive Maintenance Items Overdue To reduce high priority preventive maintenance items overdue greater than 25% of scheduled date to 0 items by 12/31/94.
BWGilfin (4168)	3000.02/008	Preventive Maintenance To Total Maintenance Ratio To achieve a ratio of preventive to total maintenance of greater than or equal to 60%.
BWGilfin (4168)	3000.02/009	Maintenance Rework To assure maintenance rework does not exceed 2.0%.


NPG Goal #3 Earnings (For Information Only)

GMRueger (3-4684) **To produce \$1.04 per share (goal case) in earnings from Diablo Canyon's operations in 1994.**

(Note: Performance at the corporate budget level (budget case) produces \$0.87 per share.)

NPG Goal #4 Cost Management

 **To reduce the costs of operating Diablo Canyon as outlined in the 1994 NPG Strategic Cost Management Plan. In support of this we are committed to:**

Goals- Coordinators	Ident. #	Objectives
 MSGanous (4449)	3000.04/001	Diablo Canyon Expense Costs To reduce (non-fuel) NPG direct expense costs for DCPD to the Cost Management Plan's "possible" level less 10% outage savings.



#4 Cost Management

Identifiers	Ident. #	Objectives
net	3000.04/001.1	1R6 Outage Costs To complete 1R6 with total cost equal to or greater than 10% below budget (= \$58 million).
ler	3000.04/001.2	2R6 Outage Costs To complete 2R6 with total cost equal to or greater than 10% below budget (= \$58 million).
.000.03/002 Labor FTEs To reduce non-outage PG&E employee and contractor staffing for DCPD to 1430 full time equivalents (CMP "possible" level) by year end.		
anous (3)	3000.04/003	Capital Costs To reduce capital costs for DCPD to \$13.7 million. (7.5% below budget)
anous (3)	3000.04/004	Overtime Rate To limit the overtime rate to less than or equal to 5% during non-outages and 45% during outages.

PG Goal #5 Strategic Issues

To address key DCPD strategic issues by (1) successfully obtaining 13 and 15 year extensions of Unit 1's and 2's operating licenses, respectively, and (2) making significant progress in providing for the disposal of DCPD's low-level radioactive wastes.

Goals- Coordinators	Ident. #	Objectives
3000.05/001 (14) Objective		On Site Low-Level Radwaste Storage To repair, modify, and certify the bridge crane in the East Vault of the Radwaste Storage building, and to train operators in its use; thus enabling DCPD to store solid low-level radwaste on-site by 6/30/94.

NPG Goal #6 Continuous Improvement



To significantly advance the full implementation of an employee involved, continuous improvement culture by (1) implementation of the recommendations adopted from the 1993 process improvement and "action forum" efforts, (2) clearly modeling teamwork and facilitative leadership behaviors within the NPG top management team, (3) accelerating general NPG employee CI training, and (4) accelerating the use of "action forums" and other team process improvement tools throughout NPG. In support of this we are committed to:

Goals- Coordinators	Ident. #	Objectives
3000.06/001 (15) Objective RDEtzler (4094)		Outage Cost Reduction To implement the near-term and initiate the five-year strategies to reduce the expense of refueling outages while maintaining or enhancing outage quality and schedule performance.



Goal #6

C ontinuous Improvement (cont'd)

Goals- Coordinators	Ident. #	Objectives
3000.06/002  Objective 16 ALDame (3329)		General Employee Training Program <i>To implement the strategies for reducing the total cost to NPG of General Employee Training (GET) in both time and expense by 25%.</i>
3000.06/003  Objective 17 BWGiffin (4168)		Procedure Adherence <i>To implement recommendations for improvements to procedure adherence.</i>
TCWilson (4439)	3000.06/004	Hazardous Material Control Program <i>To develop and implement a Hazardous Material Control Program at DCPD by 12/31/94.</i>
PDNewell (4120)	3000.06/005	Program Directives & Procedures <i>To complete and obtain approval of all Program Directives (PDs) and Administrative Procedures (DLAPs/IDAPs) by September of 1994.</i>
MHStates (4749)	3000.06/006	Action Forum Facilitators Training <i>To train a cadre of 18 or more "action forum" facilitators within NPG and accelerate the use of action forums and other team process improvement tools during 1994.</i>
MHStates (4749)	3000.06/007	CI in NPG Orientation Program <i>To have, by the end of 1994, greater than 40% of NPG's employees and key "base load" contractors complete the two day "CI in NPG Orientation" program.</i>

Goal #7

L ocal Community

To maintain open communications with local government officials, understand community interest and issues, effectively advocate company interests, and enhance company credibility with respect to Diablo Canyon. In support of this we are committed to:

Goals- Coordinators	Ident. #	Objectives
PDNewell (4120)	3000.07/001	Commute Trip Reduction Program <i>To provide a commute trip reduction program which maintains overall site Average Vehicle Ridership (ARV) of at least 1.5 when measured in accordance with proposed Trip Reduction rules.</i>
BWGiffin (4168)	3000.07/002	Equal Opportunity Purchasing Program (EOPP) <i>To expend 10% or greater of applicable dollars with Minority and Women owned Business Enterprises (M/WBEs).</i>

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