MAY - 3 1994

Docket Nos.: 50-325, 50-324
License Nos.: DPR-71, DPR-62

Carolina Power and Light Company
ATTN: Mr. R. A. Anderson
Vice President
Brunswick Steam Electric Plant
P. O. Box 10429
Southport, NC 28461

Gentlemen:

SUBJECT: MEETING SUMMARY

This refers to the management meeting conducted at the Brunswick Media Center on April 26, 1994. The purpose of the meeting was to discuss the status of the Brunswick Business Plan and other performance related issues. A list of attendees and a copy of your slides are enclosed.

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 and its enclosures will be placed in the NRC Public Document Room.

Should you have any questions concerning this matter, please contact us.

Sincerely,

/S/

Jon R. Johnson, Acting Director
Division of Reactor Projects

Enclosures:
1. List of Attendees
2. Licensee Slides

cc w/encls:
H. W. Habermeyer, Jr.
Vice President
Nuclear Services Department
Carolina Power & Light Company
P. O. Box 1551 - Mail OHS7
Raleigh, NC 27602

(cc w/encls cont'd - See page 2)

IE45

(cc w/encls cont'd)
J. P. Cowan
Director
Site Operations
Brunswick Steam Electric Plant
P. O. Box 10429
Southport, NC 28461

W. Levis, Acting
Plant Manager Unit 1
Brunswick Steam Electric Plant
P. O. Box 10429
Southport, NC 28461

C. C. Warren
Plant Manager Unit 2
Site Operations
Brunswick Steam Electric Plant
P. O. Box 10429
Southport, NC 28461

Mark S. Calvert
Associate General Counsel
Carolina Power and Light Company
P. O. Box 1551
Raleigh, NC 27602

Dayne H. Brown, Director
Division of Radiation Protection
N. C. Department of Environment,
Commerce & Natural Resources
P. O. Box 27687
Raleigh, NC 27611-7687

Karen E. Long
Assistant Attorney General
State of North Carolina
P. O. Box 629
Raleigh, NC 27602

Robert P. Gruber
Executive Director
Public Staff - NCUC
P. O. Box 29520
Raleigh, NC 27626-0520

Public Service Commission
State of South Carolina
P. O. Box 11649
Columbia, SC 29211

(cc w/encls cont'd - See page 3)

(cc w/encls cont'd)
Mayor
City of Wilmington
P. O. Box 1810
Wilmington, NC 28402

Mayor
City of Southport
201 East Moore Street
Southport, NC 28461

bcc w/encls:
H. Christensen, RII
P. Milano, NRR
Document Control Desk

NRC Resident Inspector
U.S. Nuclear Regulatory Commission
Star Route 1, Box 208
Southport, NC 28461

SEND TO	OFC / NAME / DATE	RII:DRP JStarefos:tj 05/ /94	RII:DRP HChristensen 05/ /94	/ /94	/ /94	/ /94
PDR? Yes No	COPY?	Yes No	Yes No	Yes No	Yes No	Yes No

OFFICIAL RECORD COPY DOCUMENT NAME: P:\BRSCMEET.SUM

ENCLOSURE 1

List of Attendees

Nuclear Regulatory Commission

S. D. Ebneter, Regional Administrator, Region II (RII)
A. C. Thadani, Associate Director, Office of Nuclear Reactor Regulation (NRR)
J. R. Johnson, Acting Director, Division of Reactor Projects (DRP), RII
W. H. Bateman, Director, Project Directorate II-1, NRR
P. D. Milano, Project Manager, NRR
R. L. Prevatte, Senior Resident Inspector - Brunswick, DRP
P. M. Byron, Resident Inspector - Brunswick, DRP

Carolina Power and Light Company

W. Cavanaugh, President and COO
W. Orser, Executive Vice President
R. Anderson, Vice President, Brunswick
J. Cowan, Director, Site Operations, Brunswick
W. Levis, Acting Plant Manager Unit 1, Brunswick
C. Warren, Plant Manager Unit 2, Brunswick
H. Habermeyer, Vice President Nuclear Services Department
W. Campbell, Vice President, Nuclear Engineering Department

State and Local Officials
Members of the Public and Media

ENCLOSURE 2

Carolina Power & Light Company
Brunswick Nuclear Plant
Presented to the NRC

April 26, 1994

CP&L

Agenda

• Opening Remarks	S. D. Ebneter
• Introduction	R. A. Anderson
• Corporate Initiatives	W. S. Orser
• Business Plan	R. A. Anderson
• Unit 1 Status	W. Levis
• Unit 2 Status	C. C. Warren
• Closing	R. A. Anderson

CP&L

Introduction

R. A. Anderson

CP&L

Corporate Initiatives

W. S. Orser

CP&L

Corporate Improvement Program

W. S. Orser

CP&L

Corporate Improvement Program Objectives

- Improve the ability of employees to attain and sustain improved performance and greater safety awareness
- Improve corporate support organizations to serve nuclear plants more effectively and efficiently
- Upgrade work planning and control processes to improve the material condition of our plants

Corporate Improvement Program Structure

- Focused on seven key areas at corporate level
- Included twelve major initiatives
- Developed detailed action plans
- Assigned specific management accountability for implementation
- Monitored progress monthly
- Established independent assessment process

Seven Key Areas of Focus

- Organizational Structure, Responsibility and Accountability
- Nuclear Safety Oversight
- Managerial Effectiveness-Nuclear Safety Culture and Commitment to Continual Improvement
  - Establishment and communication of expectations
  - Management of individual performance through EPM
  - Assessment and enhancement of employee satisfaction
  - Employee assessment and development
- Programs and Procedures
- Personnel Development
- Work Planning and Control
- Plant Material Condition

Accomplishments:

Organizational Structure, Responsibility, and Accountability

- Completed comprehensive organizational review - August 1993
- Established consistent organizational structure for all plants
- Aligned training and regulatory affairs under plant vice presidents
- Re-located engineering support to plant sites
- Established communications support function at each plant
- Clarified responsibilities for work functions
- Established management accountability for results

Accomplishments:

Nuclear Safety Oversight

- Established Nuclear Safety Oversight Committee
  - Composed of outside experts
  - Oversees nuclear operations program
  - Reports to Board of Directors

- Established Nuclear Safety Review Committees
  - Includes of outside experts
  - Focused on each plant
  - Report to Plant Vice Presidents

Accomplishments:

Managerial Effectiveness

- Completed employee opinion survey
- Enhanced effective employee performance evaluation process
- Initiated contractor management plan
- Improved communications of NGG priorities
- Enhanced human resource planning process

Accomplishments:

Programs and Procedures

- Established Peer Groups
  - Identifying best practices
  - Improving teamwork and communication
  - Standardizing programs and procedures

Accomplishments:

Personnel Development

- Implemented the Supervisory Assessment Center
- Implemented the Management Development Program
- Completed training in the Supervisory Development Program
- Established a succession planning program
- Upgraded the technical training program

Accomplishments:

Work Planning and Control

- Established Work Control Centers
  - Enhanced work scheduling
  - Enhanced work planning
  - Improved outage management
- Developed prioritized schedules for commitments and projects

Accomplishments:

Plant Material Condition

- Reduced backlogs
- Established housekeeping standards
- Established painting plan and schedule

ONGOING BENEFITS OF CORPORATE IMPROVEMENT INITIATIVES

- Corporate Improvement Initiatives complete
- Corporate Improvement Initiative implementation provided continual improvement emphasis
- Business planning framework built on continual improvement emphasis
- Corporate Improvement Initiative results incorporated in business planning process to become normal business

CORPORATE IMPROVEMENT INITIATIVES SUMMARY

FOCUS AREA	INITIATIVE	STATUS
Organization	• Review organization and implement changes	Complete
Nuclear Safety Oversight	• Establish Nuclear Safety Oversight Committee and Nuclear Safety Review Committees	Complete
Managerial Effectiveness	• Establish culture of commitment to nuclear safety and continuous improvement	Complete
Programs and Procedures	• Implement Peer Group program	Complete
Personnel Development	• Implement Supervisory Assessment Center	Complete
	• Complete training in Supervisory Development Program	Complete
		Complete
	• Establish Development and Succession Planning Program	Complete
	• Upgrade technical training program	
Work Planning and Control	• Develop Integrated Schedule Program	Complete
	• Develop Plan to improve Work Planning and Control	Complete
Material Condition	• Develop backlog-reduction plan	Complete
	• Develop housekeeping plan	Complete

Three Year Business Plan

R. A. Anderson

CP&L

Three Year Business Plan

- Established in December 1992
- Purpose
  - Provide An Operational Focus To Reach "World Class" Performance
- Measures
  - Plant Performance

CP&L

Three Year Business Plan

- Managed
  - Initiatives -- BNP Vice President
  - Projects -- Plant Review Group

CP&L

Three Year Business Plan

Cultural Change

- Clarified Vision and Mission
- Established High Standards and Expectations
- Result-Oriented Plans
- Accountability and Empowerment
- Ability to Self-Identify and Correct Problems
- Continuous Improvement Through Self-Assessment
- Effective Communications

CP&L

Three Year Business Plan Initiatives

- Work Planning, Scheduling, and Commitment Achievement
- Human Performance
- Work Processes
- Communications
- System Reliability and Material Condition

CP&L

Three Year Business Plan Initiatives

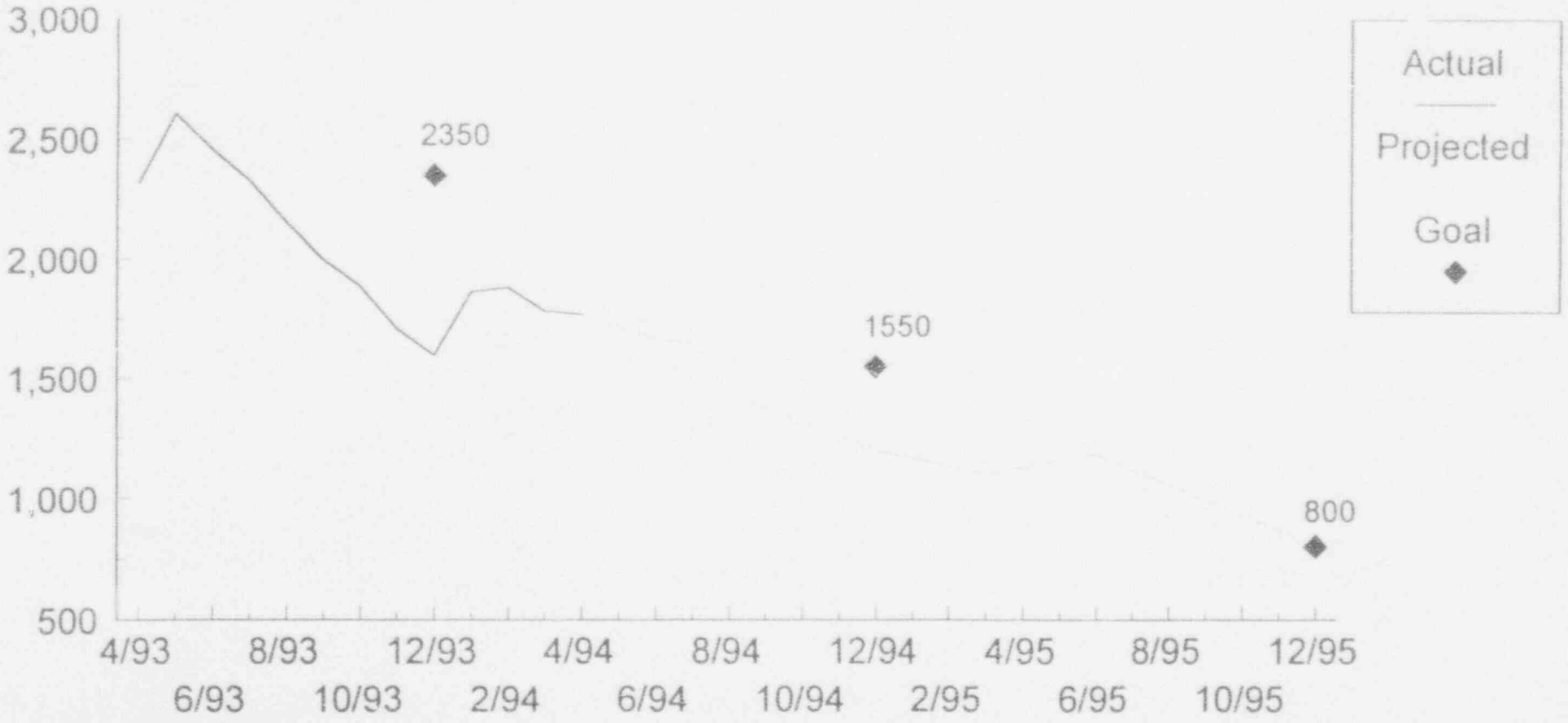
Work Planning, Scheduling, and Commitment Achievement

- **Accomplishments**
  - Implementation of Three Year Business Plan
  - Improved Work Control Process
  - Corrective Maintenance Backlog Management
- **Continuing Improvement Activities**
  - Work Management
  - Corrective Maintenance Backlog Management
  - Outage Planning and Management
  - Inventory Management

CP&L

On Line Open Corrective Maintenance

BNP Site Totals



CP&L

Three Year Business Plan Initiatives

Human Performance

- **Accomplishments**
  - Capable Management Team
  - Succession Plan
  - Supervisor and Manager Development
  - Integrated Plant Knowledge and Experience
  - Effective Performance Management (EPM) Program
  - Programmatic Improvements In Training
  - Facility Improvements
- **Continuing Improvement Activities**
  - Increase Organizational Bench Strength
  - Engineering Reorganization and Relocation To Site
  - Complete Facility Improvements

CP&L

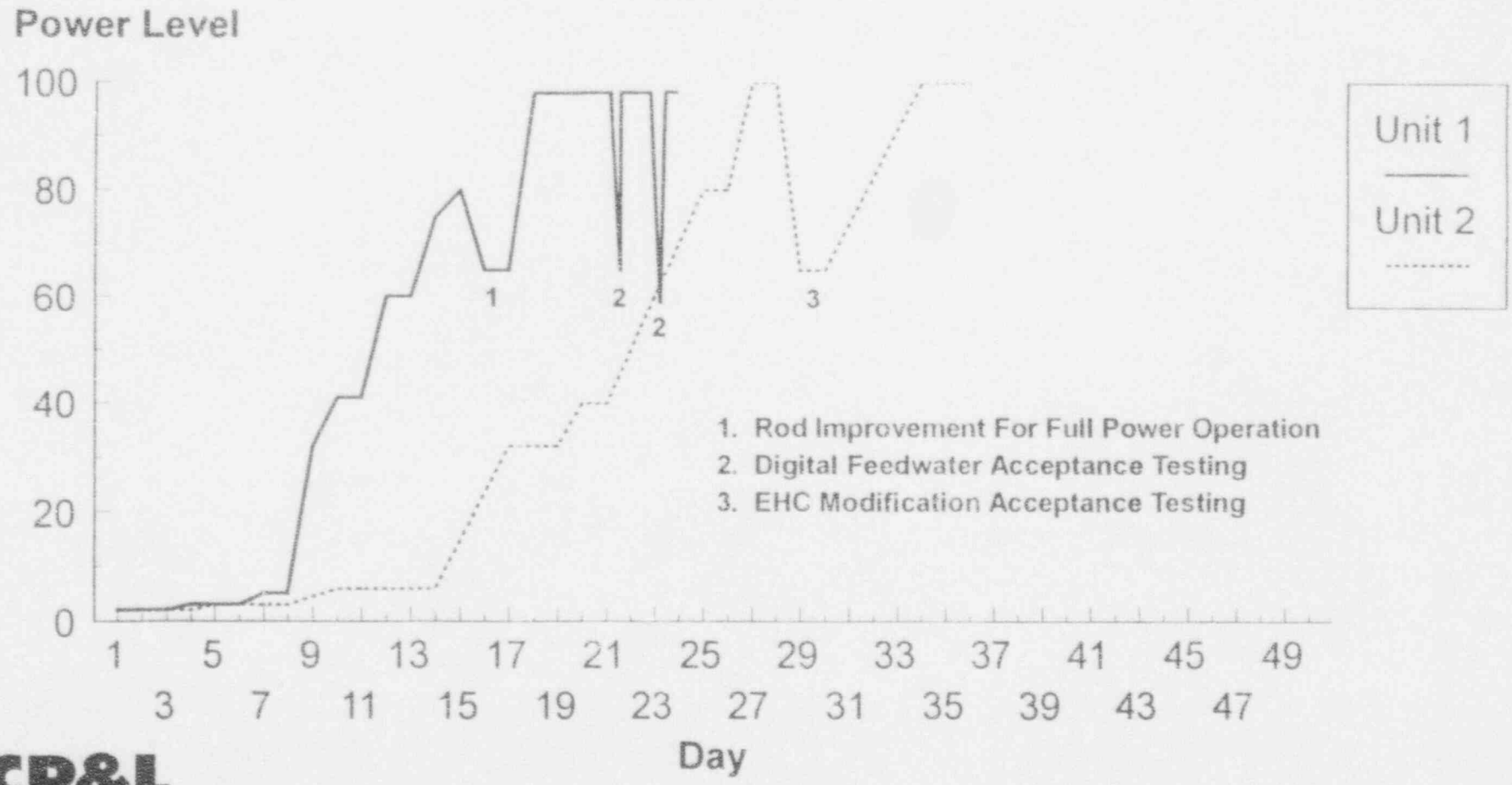
Three Year Business Plan Initiatives

Work Processes

- **Accomplishments**
  - Self Assessment
  - Clearance Process
  - Corrective Action Program
  - Managed Backlogs
  - Centralized Document Control Program
  - Site-Wide Regulatory Commitment Management
- **Continuing Improvement Activities**
  - Accepted Self Assessment Culture
  - Continued Refinement of Work Processes
  - Engineering and Technical Support Interfaces

CP&L

Power Ascension Comparison



CP&L

Three Year Business Plan Initiatives

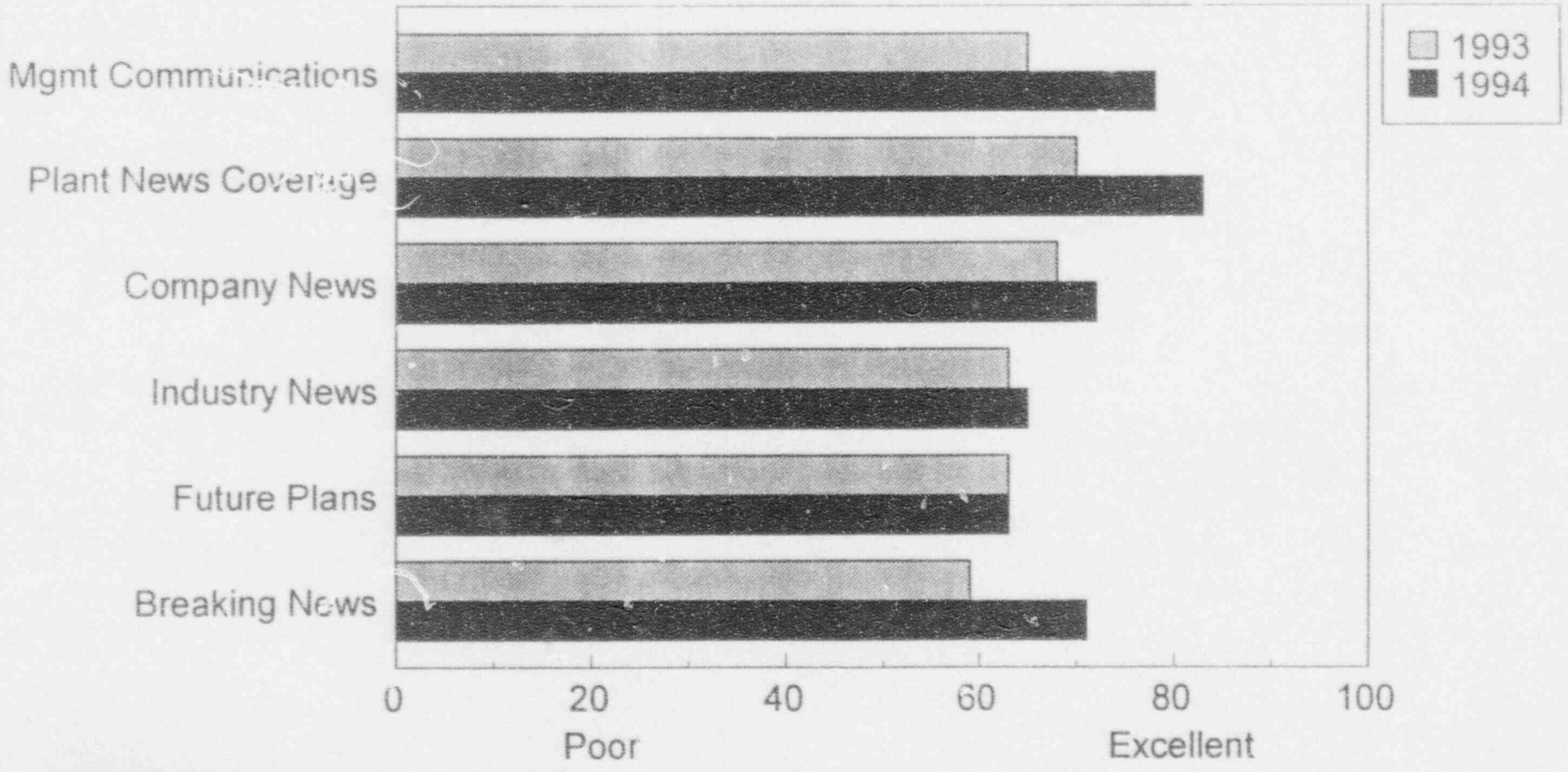
Communications

- **Accomplishments**
  - Experienced Communications Manager
  - Creation of Multiple Communications Forums and Platforms
- **Continuing Improvement Activities**
  - Middle-Level Management Communications

CP&L

Brunswick Communications

Employee Satisfaction Ratings



CP&L

Three Year Business Plan Initiatives

System Reliability and Material Condition

- **Accomplishments**
  - Bases For Preventive Maintenance Tasks
  - Reliability Centered Maintenance Program Pilot
  - Dose Reduction Activities
  - Installation of Corrosion Resistant Materials
  - ISI/IST Programs
  - BNP Preservation Plan
- **Continuing Improvement Activities**
  - BNP Preservation Plan
  - Dose Reduction

CP&L

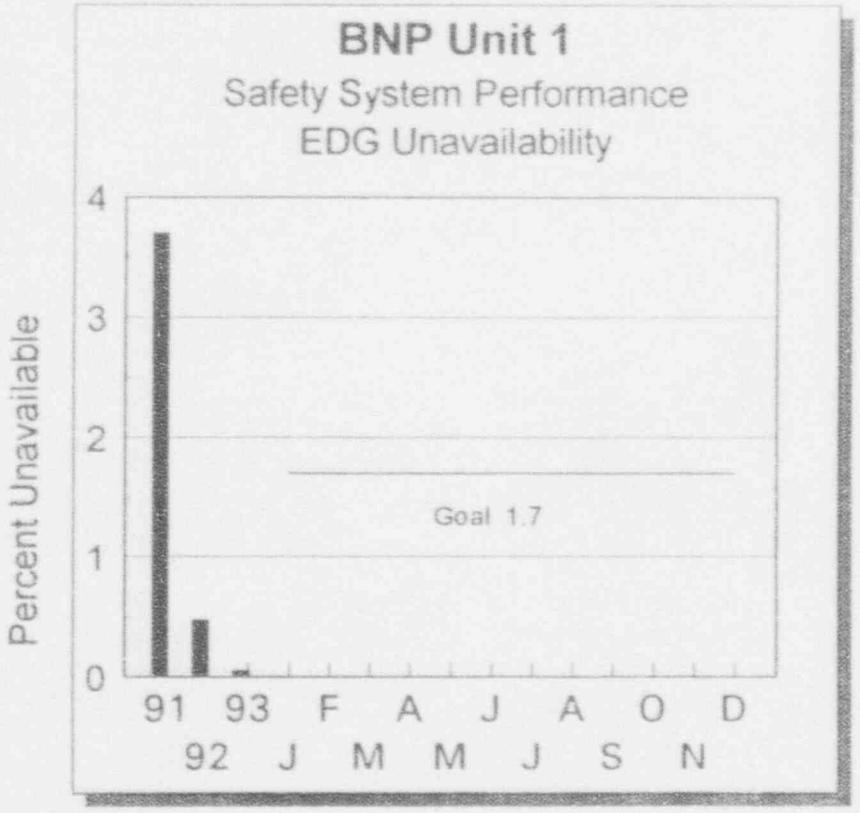
Preventive Maintenance Program

- Issues
  - Excessive Number of PMs
  - PMs Not Reducing Corrective Maintenance
- Accomplishments
  - Multi-Disciplinary Review Team Complete
  - Technical Basis Reconstituted
- Scheduled
  - Optimize PMs
  - Implementing Reliability Centered Maintenance

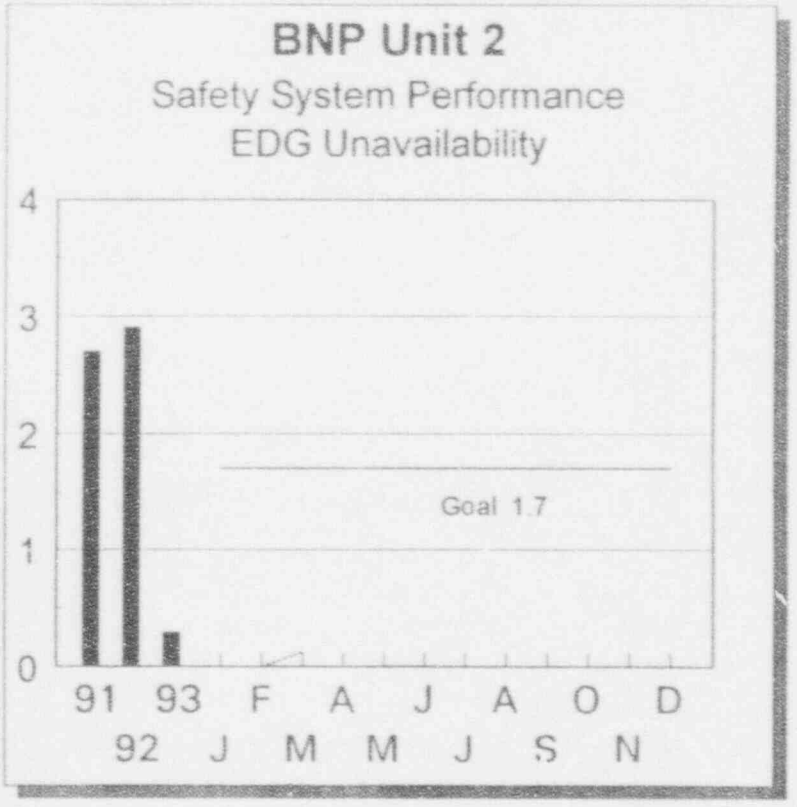
CP&L

Safety System Performance

EDG Unavailability



94 YTD - 0.0
93 - 0.05
92 - 0.47
91 - 3.7



94 YTD - 0.13
93 - 0.29
92 - 2.9
91 - 2.7

CP&L

Service Water System

- Issue
  - Degraded Piping and Structures
  - Service Water Pump Upgrades
- Accomplishments
  - Building and System Material Condition Upgraded
  - Service Water Pump Replacement (5 of 10 Completed)
  - RHR Service Water Booster Pump Modifications
- Scheduled
  - Completion of Short Term Structural Integrity Issues
  - Service Water Pump Upgrade
  - Service Water Piping Replacement
  - Implementation of Cooling Water Reliability Program

CP&L

Three Year Business Plan Projects

- Accomplishments
  - RHR Valve Replacement
  - Digital Feedwater Control System
  - Process Computer Replacement
  - Preservation/Material Condition Upgrades
  - NUMAC Steam Leak Detection Upgrade
  - Decontamination of Floor/Floor Drains
  - SAT Y-Winding
  - Jet Pump Beam Replacement
  - Core Shroud Modification
  - STSI

CP&L

1994 Three Year Business Plan Projects

- Core Shroud Modification
- Digital Feedwater Control System
- Turbine LP Rotor Replacement
- Service Water Pump Upgrade
- Torus Liner Preservation
- Process Computer Replacement
- NUMAC Steam Leak Detection Upgrade

CP&L

1995 Three Year Business Plan Projects

- Turbine LP Rotor Replacement
- Torus Liner Preservation
- Motor Operated No-Load Disconnects
- Preservation/Material Condition Upgrades
- Security Computer/Card Reader Upgrade
- Service Water and Circulating Water Intake Area Enhancement
- Removal of Temporary Structures

CP&L

Three Year Business Plan

Long Range Actions

- **Initiatives**
  - Reduce Outage Durations
  - Improve Material Condition & System Reliability
  - Streamline Work Processes
  - Effective Performance Management
- **Projects**
  - PRG Reviewed
  - Three Phase Approval Process

CP&L

Three Year Business Plan
"Lessons Learned"

- Continuous Improvement Requires A Plan
- The Plan:
  - Must Implement The Mission
  - Must Focus On Improving Methods
  - Must Be Results, Not Activity, Driven
  - Must Support Plant Priorities
- The Plan Must Be Part of the Business Process

CP&L

Unit 1 Status

W. Levis

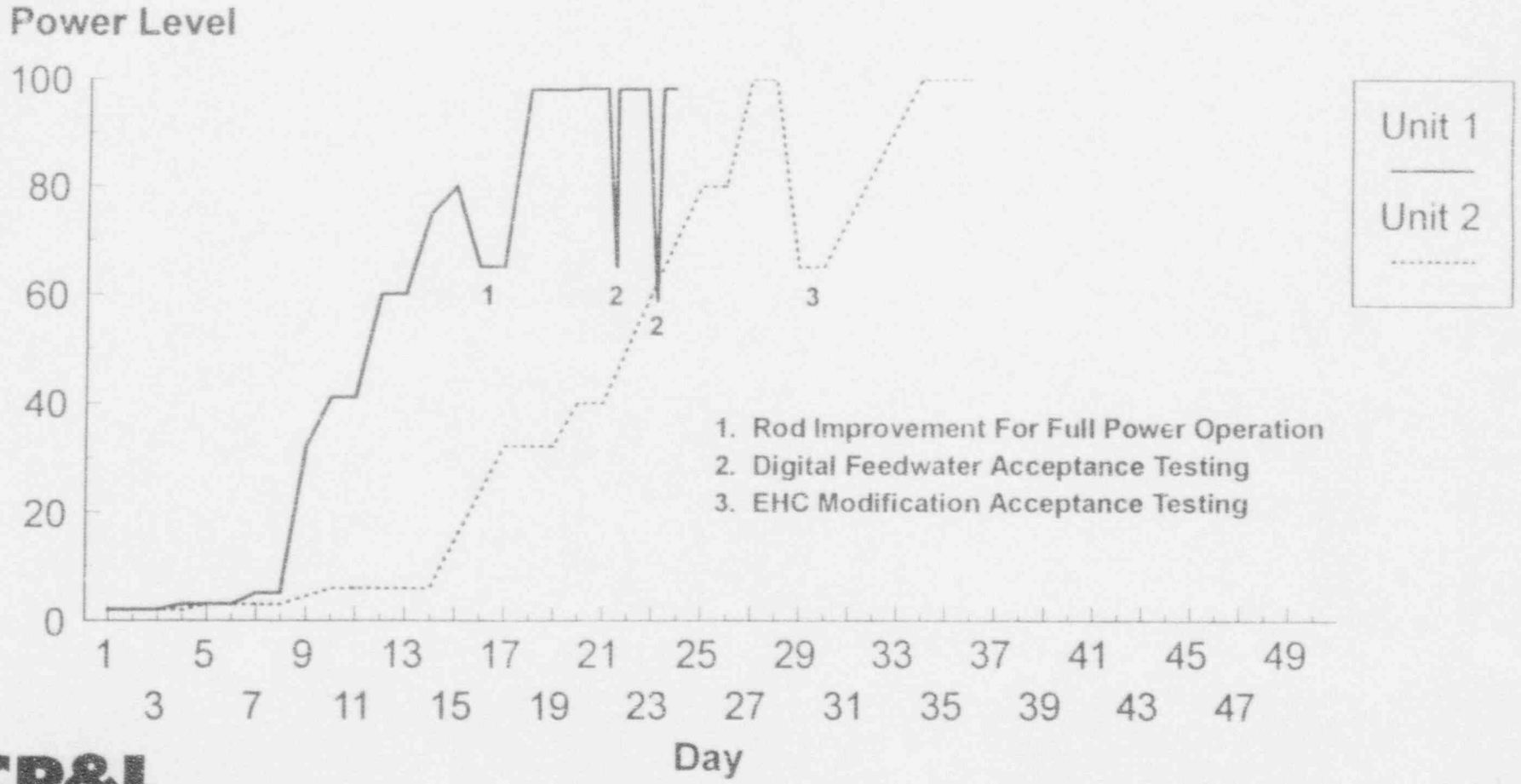
CP&L

Unit 1 Plant Performance

- **Unit 1 Start-up On January 31, 1994**
  - Core Shroud Modification
  - Jet Pump Beam Replacement
  - NUMAC Steam Leak Detection Upgrade
  - Plant Process Computer Replacement
  - Digital Feedwater Control Replacement
  - RHR Booster Pump Replacement
  - Pipe Support and Miscellaneous Upgrades

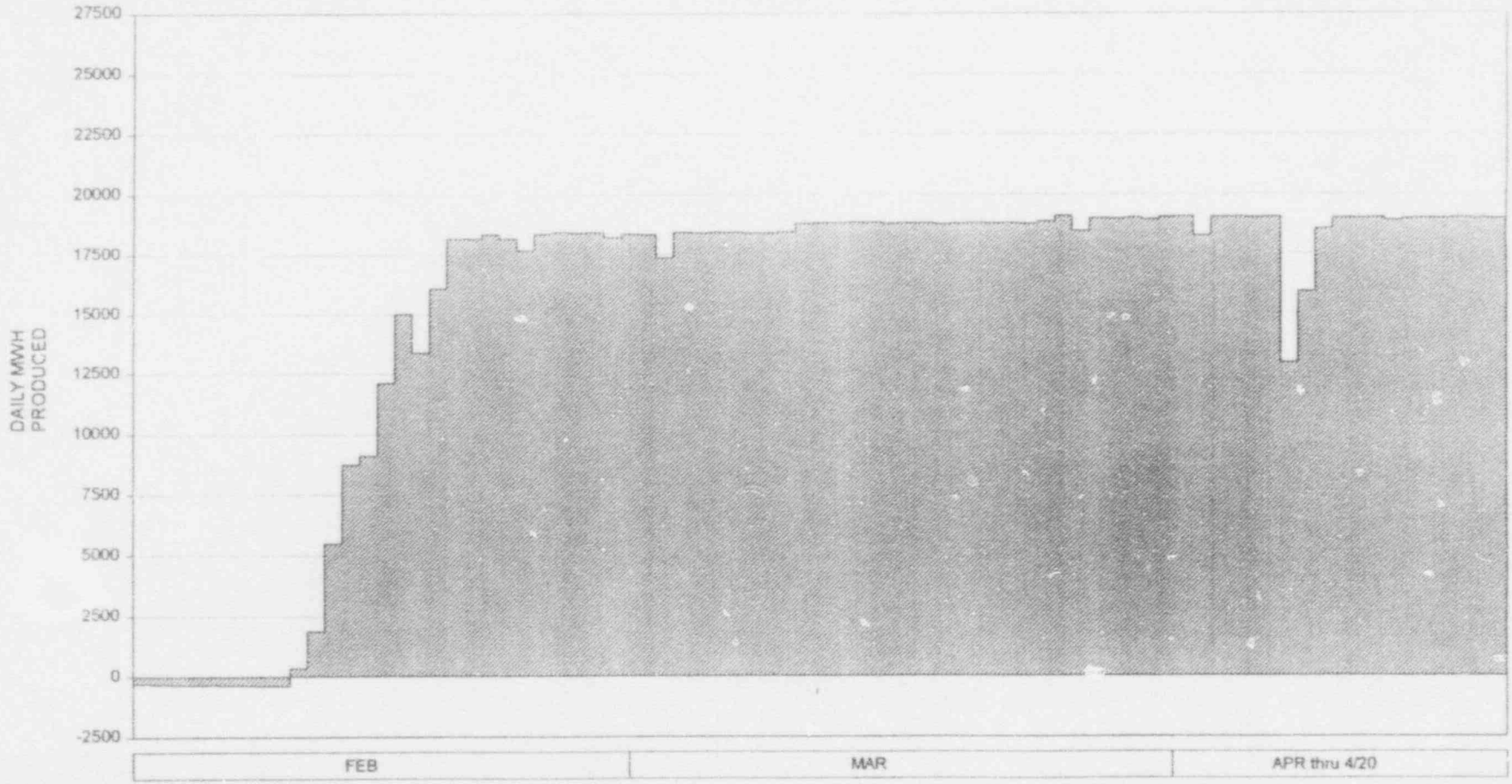
CP&L

Power Ascension Comparison



CP&L

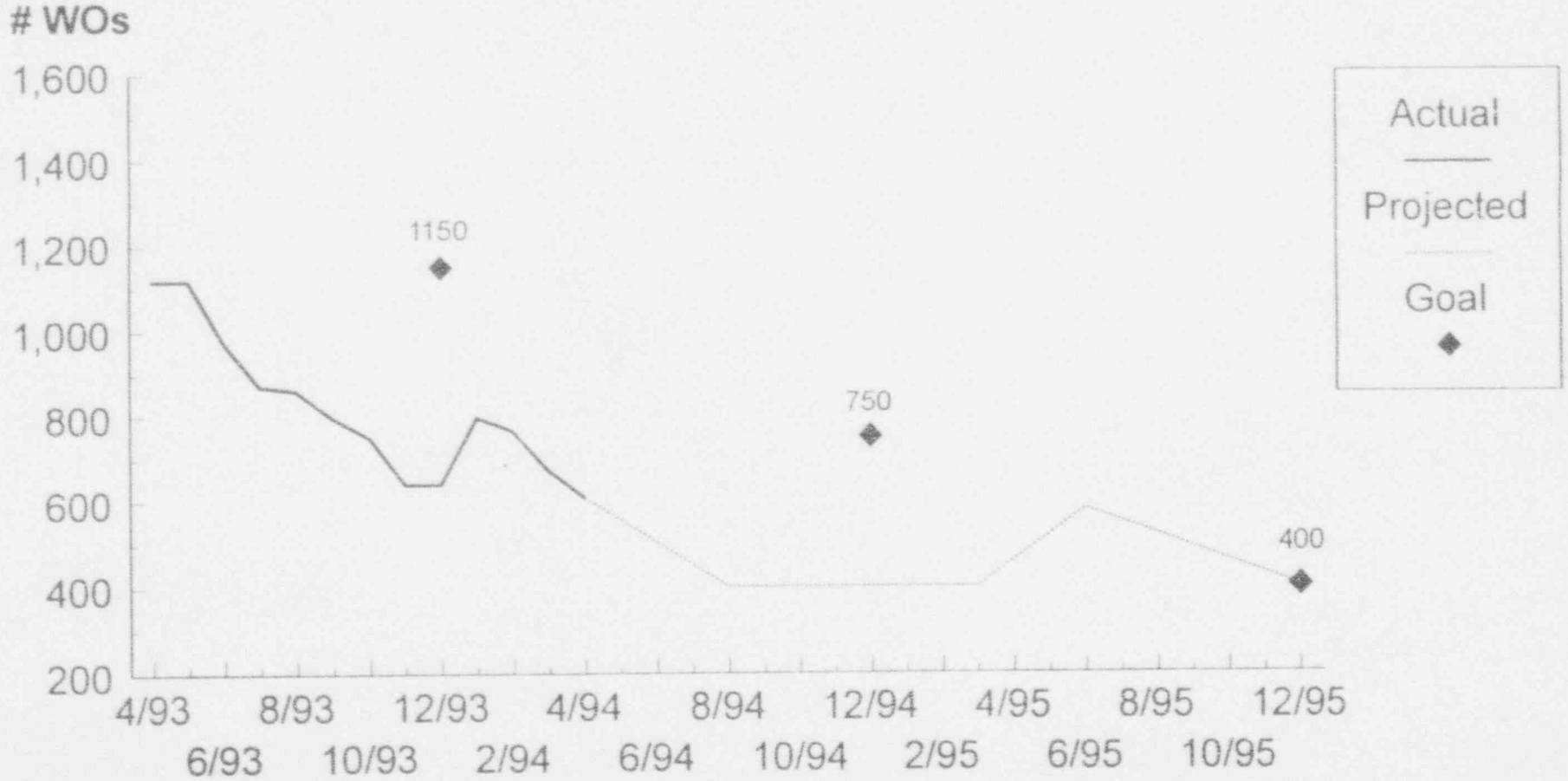
Unit 1 Operating Performance
Cycle 9



CP&L

YTD Net Generation (4/20/94) - 1,202,998 MWh
Net Capacity Factor - 59.49 Percent
NET MDC - 767 MW

Unit 1 On Line Open Corrective Maintenance



CP&L

Unit 2 Status

C. C. Warren

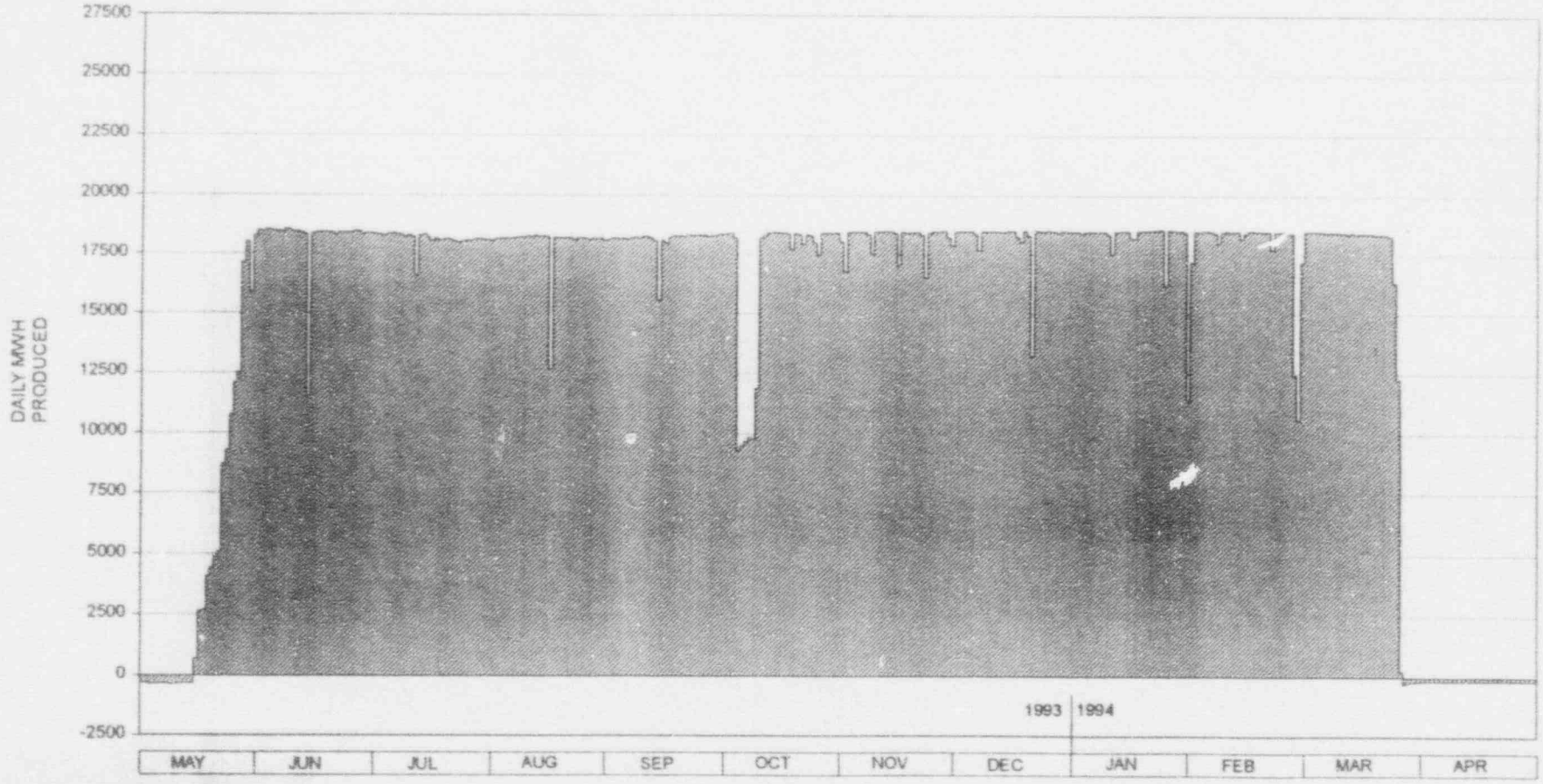
CP&L

Unit 2 Plant Performance

- **Breaker-to-Breaker Run (May 17, 1993 to March 26, 1994)**
  - Run -- 313 Calendar Days
  - Capacity Factor -- 97 Percent
  - No Significant Operating Transients
  - Effective Resolution of Emergent Issues

CP&L

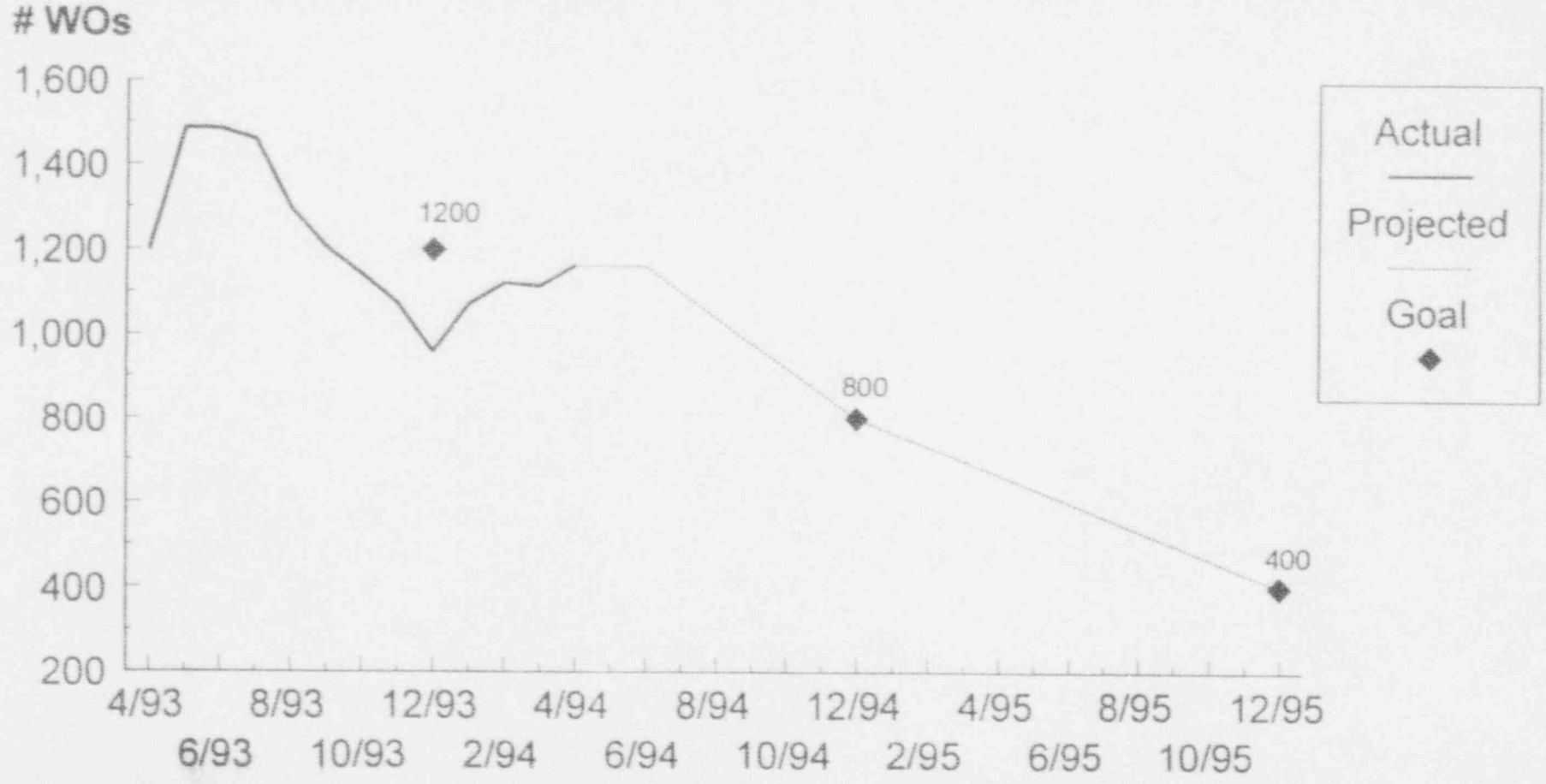
Unit 2 Operating Performance
Cycle 10



CP&L

Cycle 10 Net Generation - 5,515,782 MWh
Net Capacity Factor - 97 Percent
NET MDC - 754 MW

Unit 2 On Line Open Corrective Maintenance



CP&L

Unit 2 Outage Critical Path

- 92 Day Outage Duration
- Critical Path Activities:
  - Defuel
  - Core Shroud Inspections/Modifications
  - CRD System Restoration
  - Refuel
  - Vessel Reassembly
  - Vessel Hydrostatic Testing
  - Systems Restoration

CP&L

Unit 2 Outage Projects

- Supplemental Fuel Pool Cooling
- Digital Feedwater Control System Replacement
- Plant Process Computer Replacement
- RHR Valve Replacement
- Steam Leak Detection System Upgrade
- Torus Lining Preservation
- Jet Pump Beam Replacement
- Core Shroud Inspection/Modification
- Core Shroud Head Bolt Replacement
- Turbine-Generator LP Rotor Replacement
- EDG Service Water Pipe Replacement
- Structural Steel Enhancements

CP&L

Unit 2 Post-Refueling Start-up and Power Ascension

- Power Ascension Plan
- Material Condition Readiness
- Operational Readiness

CP&L

Closing

R. A. Anderson

CP&L

Summary

- BNP Has Produced Results
  - Smooth Start-ups
  - Reliable Runs
  - Effective Operations
  - Reduced Backlogs
  - Improved Facilities
- BNP Committed To Performance Improvement
  - BNP Business Plan
  - High Standards
  - Self Assessment
  - Dedicated Resources
  - Unit Specific Goals, Plans, and Performance Indicators
  - Accountability

CP&L