

AUG 16 1984

Docket No.: 50-443

Applicant: Public Service Company of New Hampshire (PSNH)

Facility: Seabrook Station, Unit 1

Subject: Summary of Management Meeting between PSNH and the NRC
Held on August 9, 1984 in Bethesda, Maryland

On August 9, 1984, the NRC staff and applicant representatives met in Bethesda, Maryland to hear a presentation by the applicant on the status of Seabrook Station, Unit 1 engineering, construction, licensing, start-up, operations and quality assurance and on plans for transferring responsibility for construction and operation of Unit 1 to a managing agent. Attachment 1 is a copy of the slides the applicant presented. Attachment 2 is a list of attendees.

The applicant noted that steps are underway for transferring the responsibility for construction and operation of Unit 1 to a managing agent, designated as New Hampshire Yankee (NHY). Transference will take place in three phases. Phase 1, which is presently in effect, has NHY as a division of PSNH. Phase 2 for which a schedule has yet to be established and for which regulatory matters have to be taken into consideration will establish NHY as a separate (from PSNH), licensed entity. Phase 3 for which a schedule has yet to be developed and for which regulatory matters have to be taken into consideration will establish NHY as a division of a "new" Yankee Atomic Electric Company. The applicant noted that although corporate changes are underway and the managing agent concept is being developed, the personnel responsible for construction and operation of Unit 1 are essentially the same and will remain essentially the same.

The applicant noted that since March 1984 a number of actions have been taken to improve control of the Seabrook Unit 1 construction. For instance, specific steps have been taken to improve management control and communications between engineering, construction, Q.A., etc. Also as part of this improvement in management control and communications, other action has been taken such as a reduction in contractors (9 thus far) and establishing one set of site procedures and one site QA program.

8408230381 840816
PDR ADOCK 05000443
A PDR

As of 7/9/84, and working on a reduced effort basis, the applicant provided the following milestones:

RCS Hydro - By March, 1985
Hot functional - By October, 1985
Core load - By April 1986
Commercial Operation - By August, 1986

The applicant stated that the week of August 6, 1984 is the first week where full site construction activity resumed. The applicant further stated that when the project is fully funded, (expected by the end of 1984), the Unit 1 workforce will be increased to about a peak of 4700 (3000 manual/1700 non-manual).

The applicant indicated that Unit 1 is about 80% complete and that the percent installation of construction commodities (eg. civil work, large bore pipe, large bore hanger, etc.) are preceding in the expected sequence except for small bore hangers. The applicant is providing special attention to resolving the problems in this area.

The staff noted the following items for the applicant's consideration:

- ° The staff will need documented details of the managing agent concept on a timely basis to determine what are the regulatory implications of this action.
- ° All regulatory items that must be complete for full power operation must be done by the time the license is issued at core load or exemptions will be needed.
- ° The integrated organization that is being implemented by the applicant should be documented in the FSAR as soon as possible.
- ° A fully working (ie. not just go through the motion) allegation program should be established now so that the applicant can deal with allegations in a timely fashion. Additional discussions with the staff about allegation programs may be warranted.
- ° A meeting with the staff to discuss experience level of operators.
- ° In light of the fact that the applicant is hard pressed to bring the project in on cost and within the new schedule, care must be exercised to prevent operations from accepting something less complete in the plant than that which dictates good operational practices.

/S/

Victor Nerses, Project Manager
Licensing Branch No. 3
Division of Licensing

Enclosure: As stated

cc: See next page

DL: #3
VNerses/ch
8/15/84

DL: #3
GWKrighton
8/15/84

Seabrook

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Board of Selectmen
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Board of Selectmen for the Town of Newbury
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Ms. Rosemary Cashman, Chairman
Board of Selectmen
Town of Amesbury
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Amesbury, Massachusetts 01913

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Mayor, City of Newburyport
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City Hall
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Jane Spector
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**NEW HAMPSHIRE YANKEE
MANAGEMENT PRESENTATION**

AUGUST 9, 1984

New Hampshire
Y A N K E E

**NEW HAMPSHIRE YANKEE
MANAGEMENT PRESENTATION**

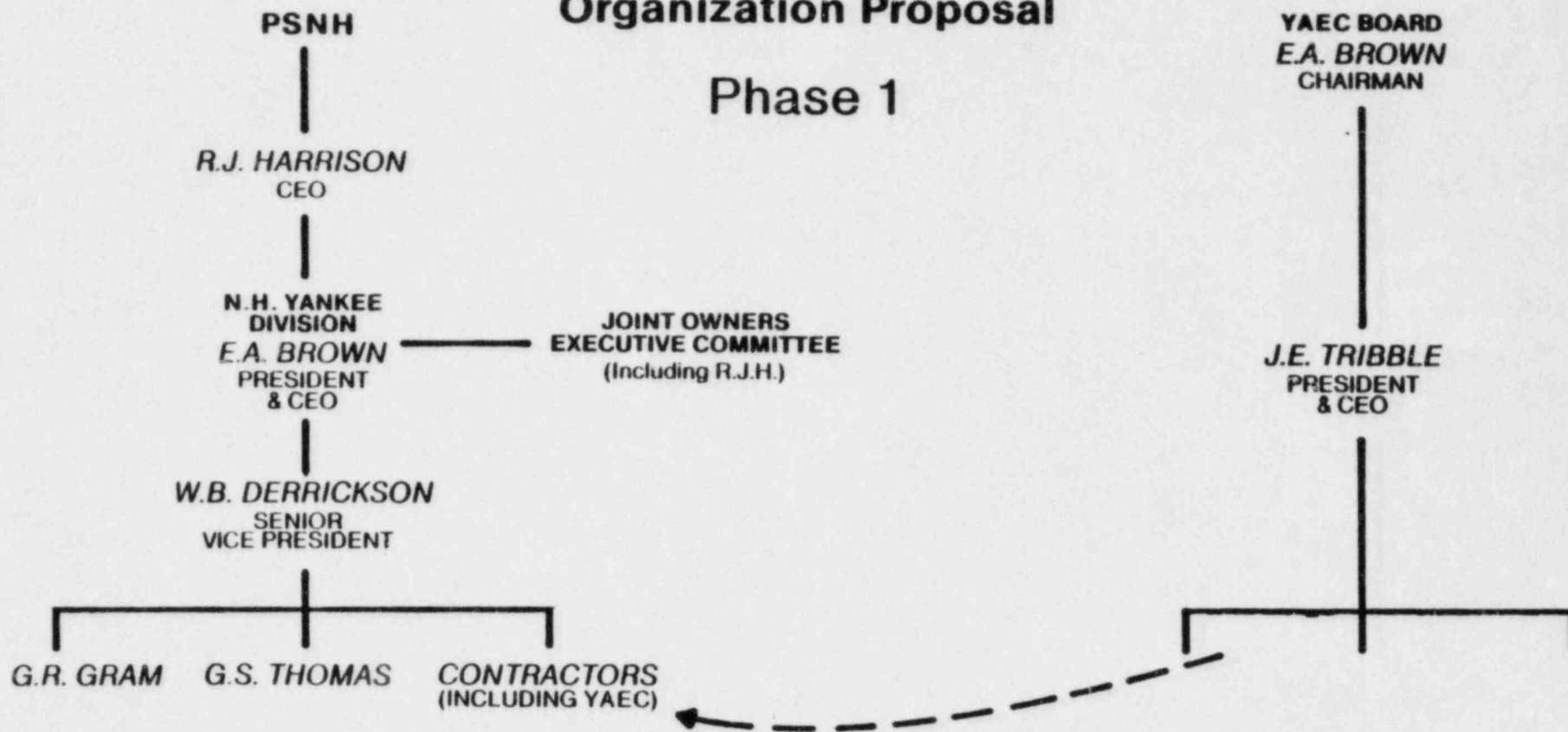
Managing Agent	E. A. BROWN
Project Overview	W. B. DERRICKSON
Engineering	J. DeVINCENTIS
Construction	G. R. GRAM
Startup & Operations	G. S. THOMAS
Quality Assurance	G. F. McDONALD

Managing Agent

E. A. BROWN

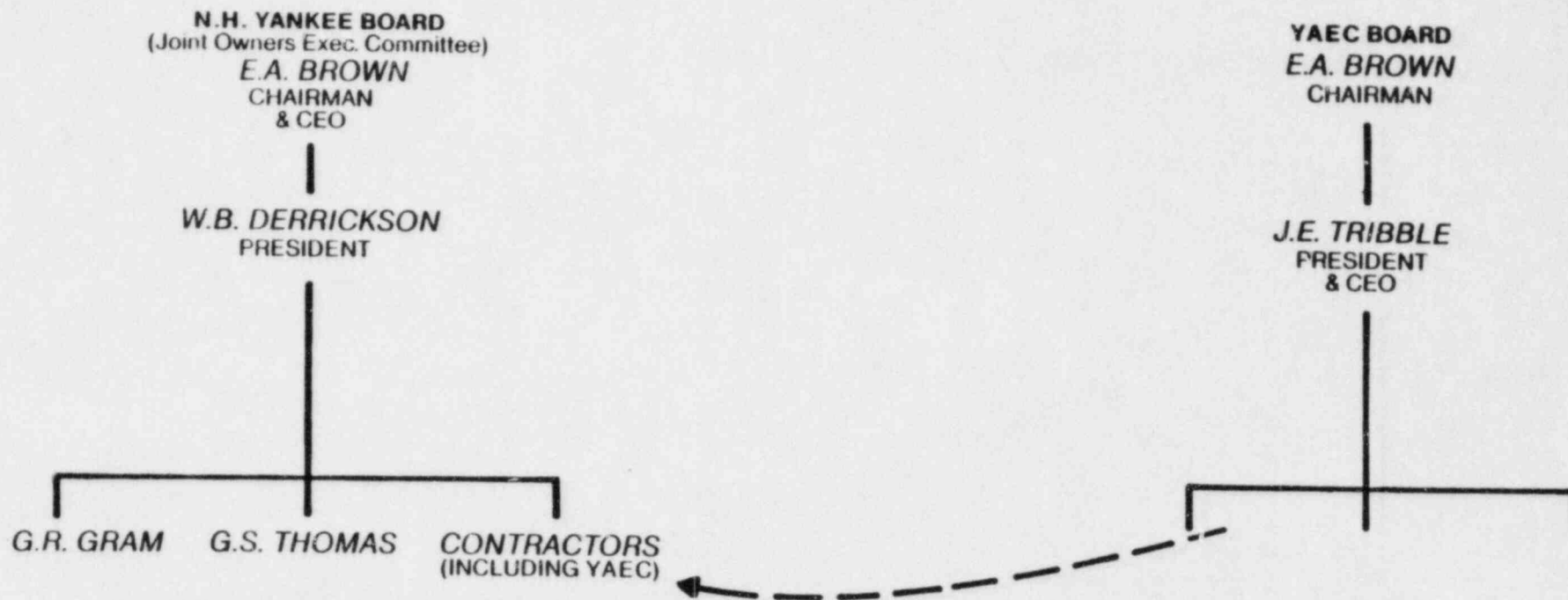
Seabrook New Managing Agent Organization Proposal

Phase 1



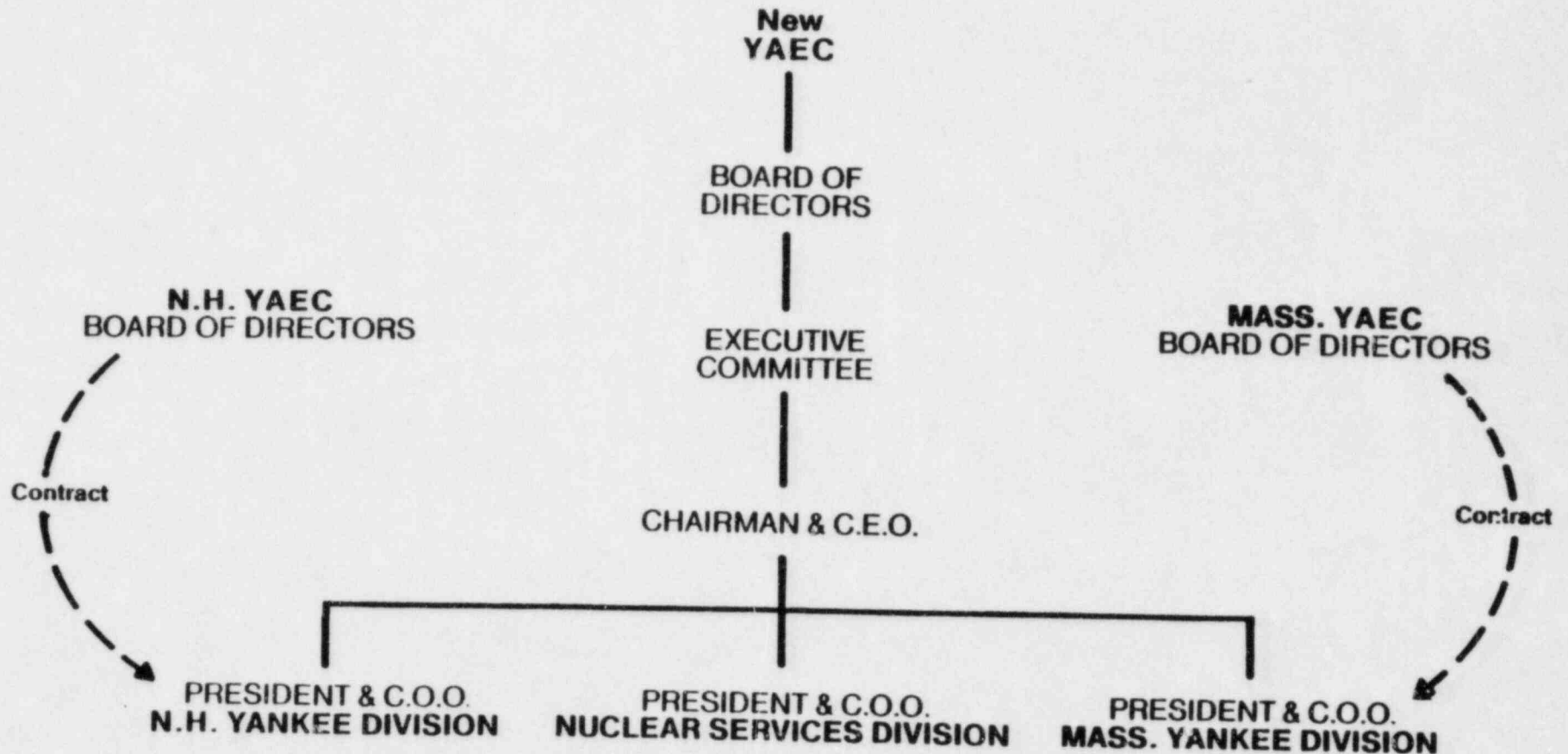
Seabrook New Managing Agent Organization Proposal

Phase 2



Seabrook New Managing Agent Organization Proposal

Phase 3

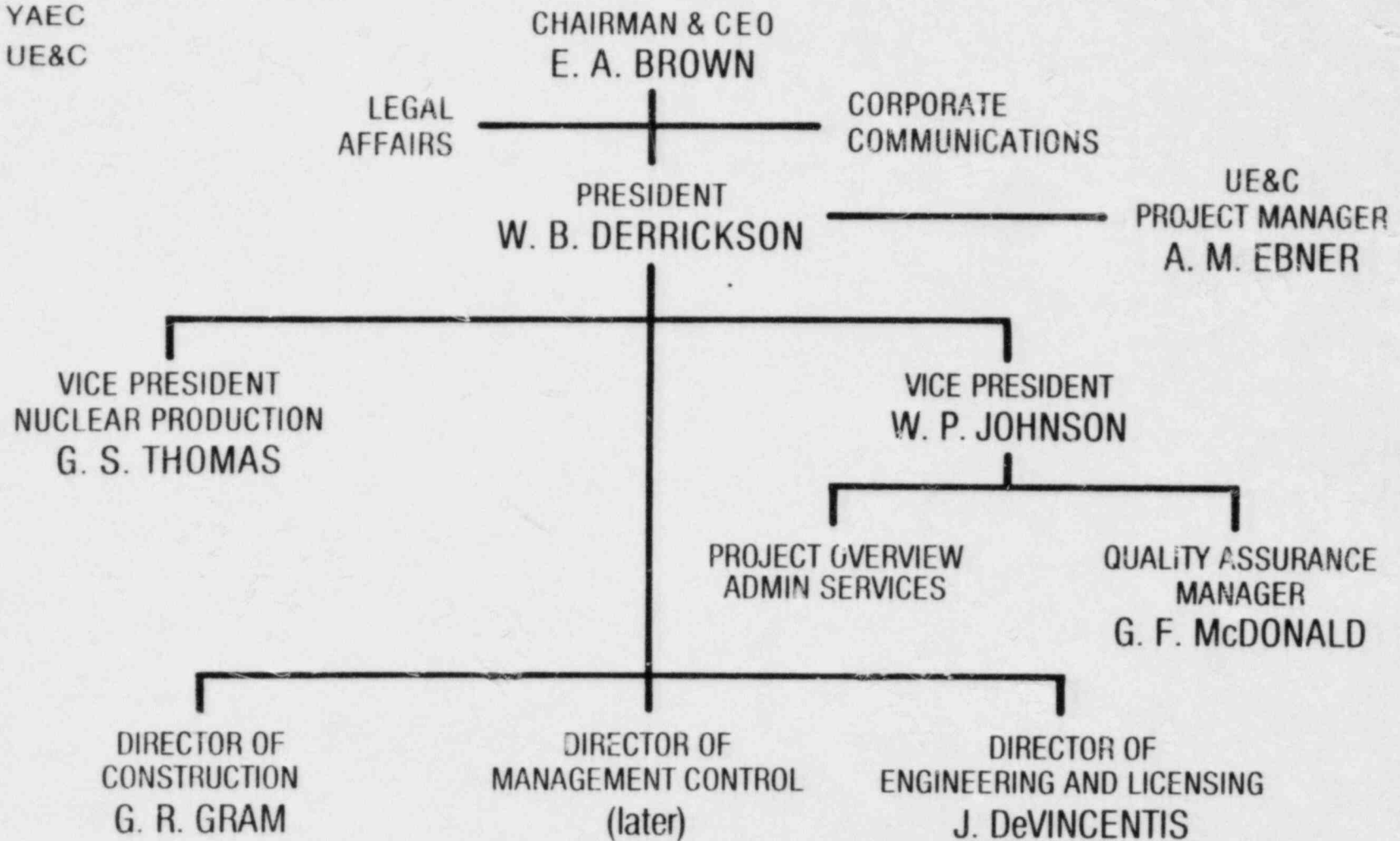


Project Overview

W. B. DERRICKSON

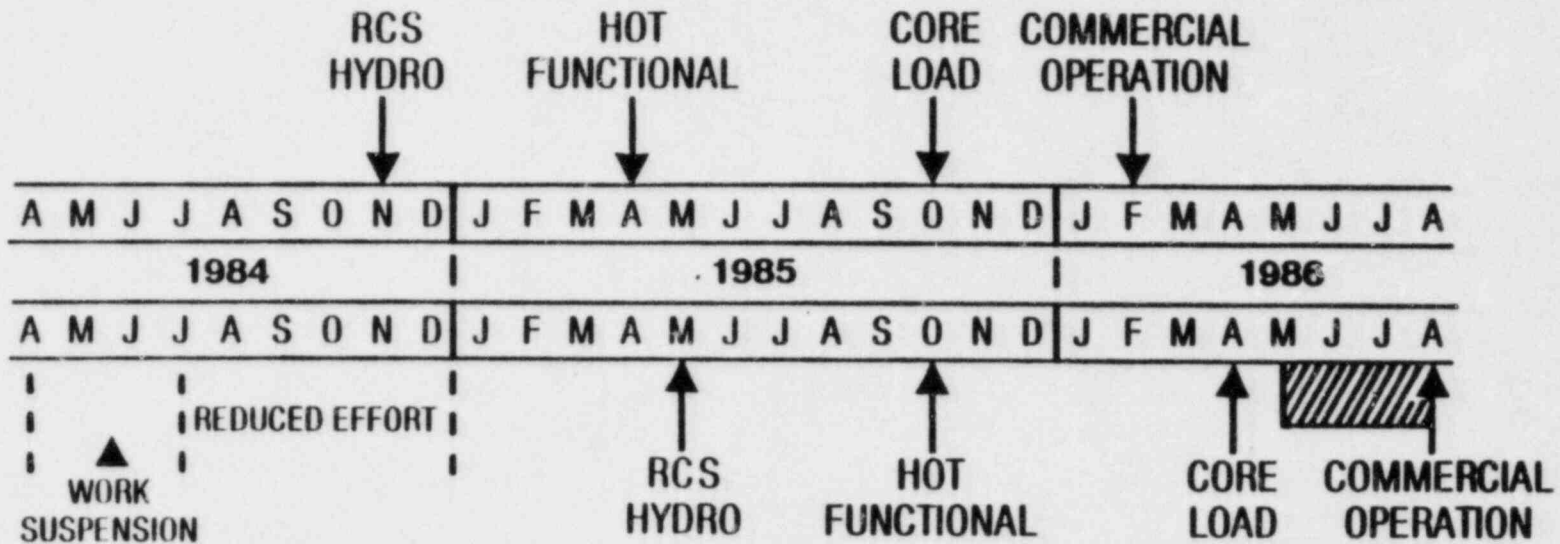
New Hampshire Yankee ORGANIZATION

- New Hampshire Yankee
- YAEC
- UE&C



SEABROOK STATION UNIT 1 and Common

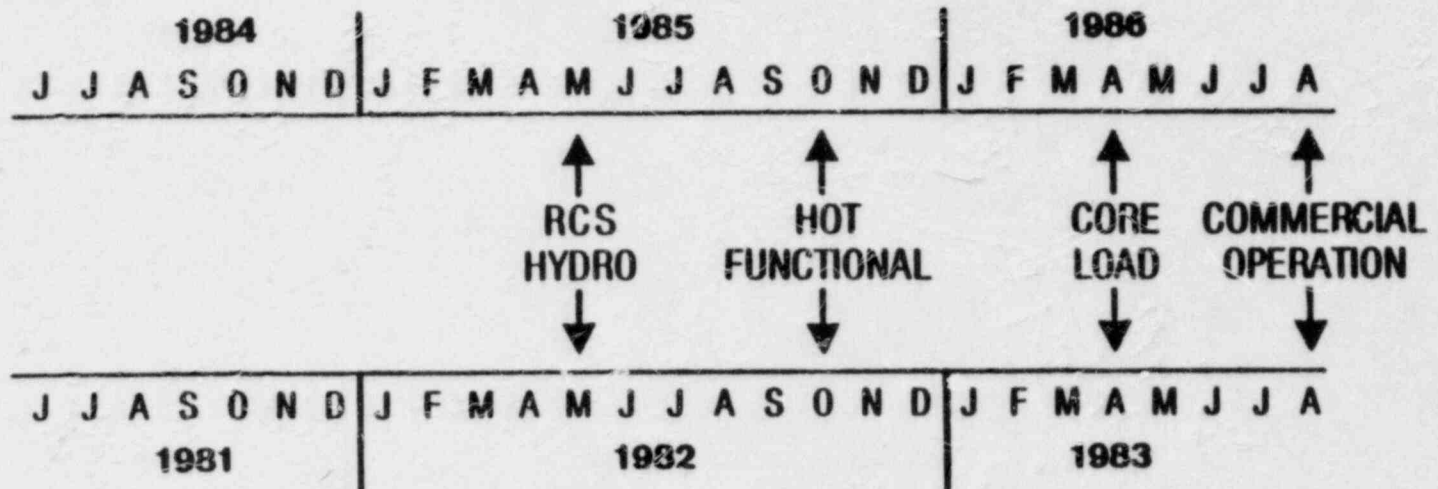
SCHEDULE (4/16/84)



SCHEDULE (7/9/84)

SEABROOK / ST. LUCIE Schedule Comparison

Seabrook Unit 1 (Schedule 5/31/84)



St. Lucie Unit 2 (Actual)

Engineering & Licensing

J. DeVINCENTIS

ORGANIZATION GOALS

- Improve Communication
- Improve Accountability
- Simplify Administrative Procedures
- Improve Productivity

DIRECTOR
OF
ENGINEERING and LICENSING
J. DeVINCENTIS

ASSISTANT DIRECTOR
OF ENGINEERING and LICENSING
R. A. GARRAMORE

SPECIAL STUDIES
HOME OFFICE
UE&C
J. R. SLOTTERBACK

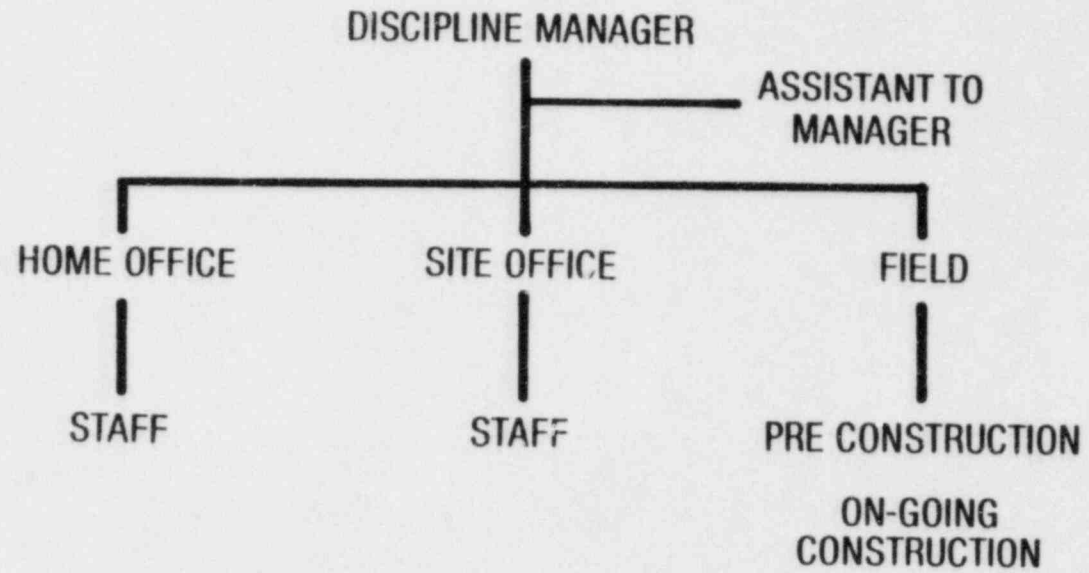
UE&C
ENGINEERING
MANAGER
M. P. McKENNA

SPECIAL
PROJECTS
MANAGER
H. E. WINGATE

YANKEE
PROJECT
MANAGER
R. DeLOACH

CHANGE
CONTROL
COORDINATOR
D. MERCER

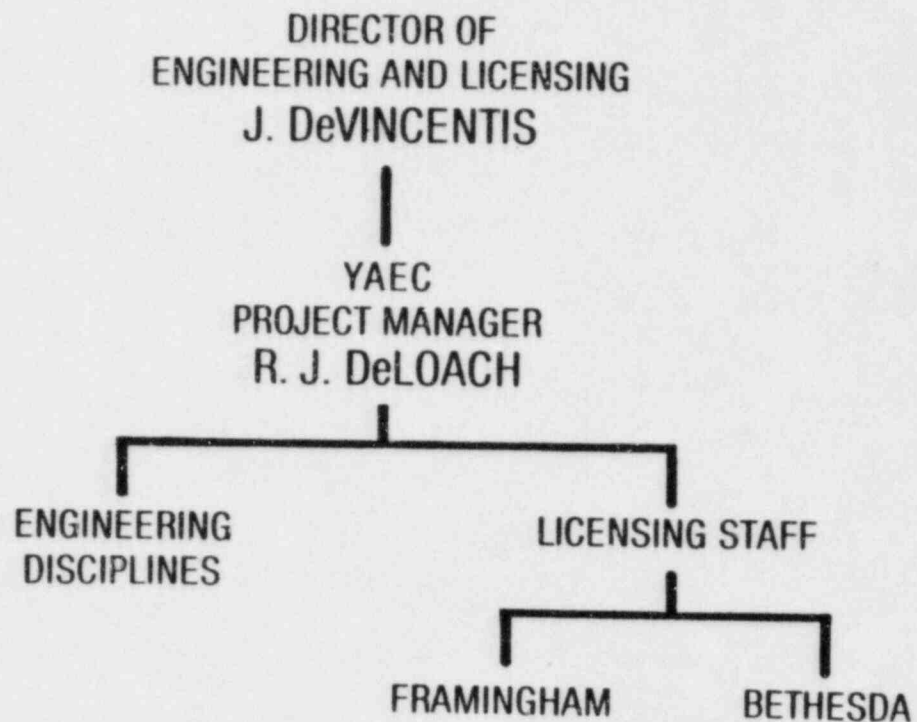
TYPICAL DISCIPLINE



MAJOR PROGRAMS

- Design Change Control
- As-Constructed Engineering Documentation
- Failure Modes Effects Analysis
- Analysis Of System Transients
- Cable Tray Supports/Bracing

LICENSING ORGANIZATION



LICENSING OVERVIEW

- Operating License Application Docketed 10/81
- Final Environmental Statement 12/82
- Safety Evaluation Report 3/83
- ACRS Report On Low Power Operation 4/83
- ASLB Hearings On Technical Contentions 8/83

**NRC SUPPORT REQUIRED
COMPLETION SCHEDULE**

- Review SER Outstanding Issues 4Q_T/84 - 4Q_T/85
- NRR Site Audits 3Q_T/85
- Review Proposed Tech Specs 4Q_T/85
- Emergency Drill Participation/Appraisal 4Q_T/85
- ACRS Full Power Recommendation 4Q_T/85
- Operating License 1Q_T/86

SAFETY EVALUATION REPORT (SER)

19 OUTSTANDING ISSUES - FSAR

- 2 Resolved
- 9 NRC Review
- 8 Applicant Pursuing
(3 Generic Issues)

INTEGRATED DESIGN INSPECTION (IDI)

- Report Received March 4, 1984
 - 127** Findings
 - 12** Unresolved Items
 - 15** Observations
- Conclusion - *"The Overall Design Appeared To Be Adequately Controlled."*
- Response Provided June 29, 1984
 - Identified 3 Minor Hardware Changes

TMI ISSUE STATUS

- SER Outstanding Issue #8 - *TMI Action Plan Items*
 - 7 Open
 - 4 Closed
 - 9 Confirmatory
- SER Outstanding Issue #16
 - Shift Technical Advisor* (NRC)
- SER Outstanding Issue #19
 - Control Room Design Review* (NRC)
- Applicant To Submit Status Report December 1984

**APPENDIX R
STATUS**

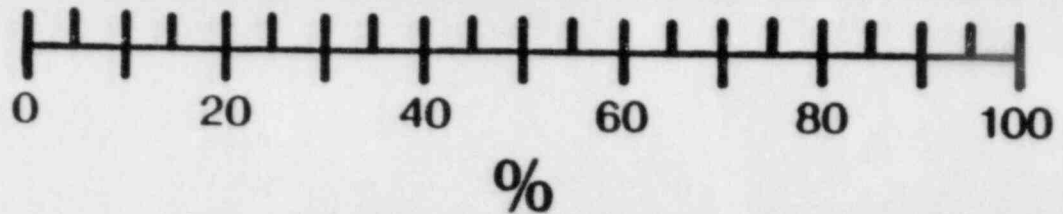
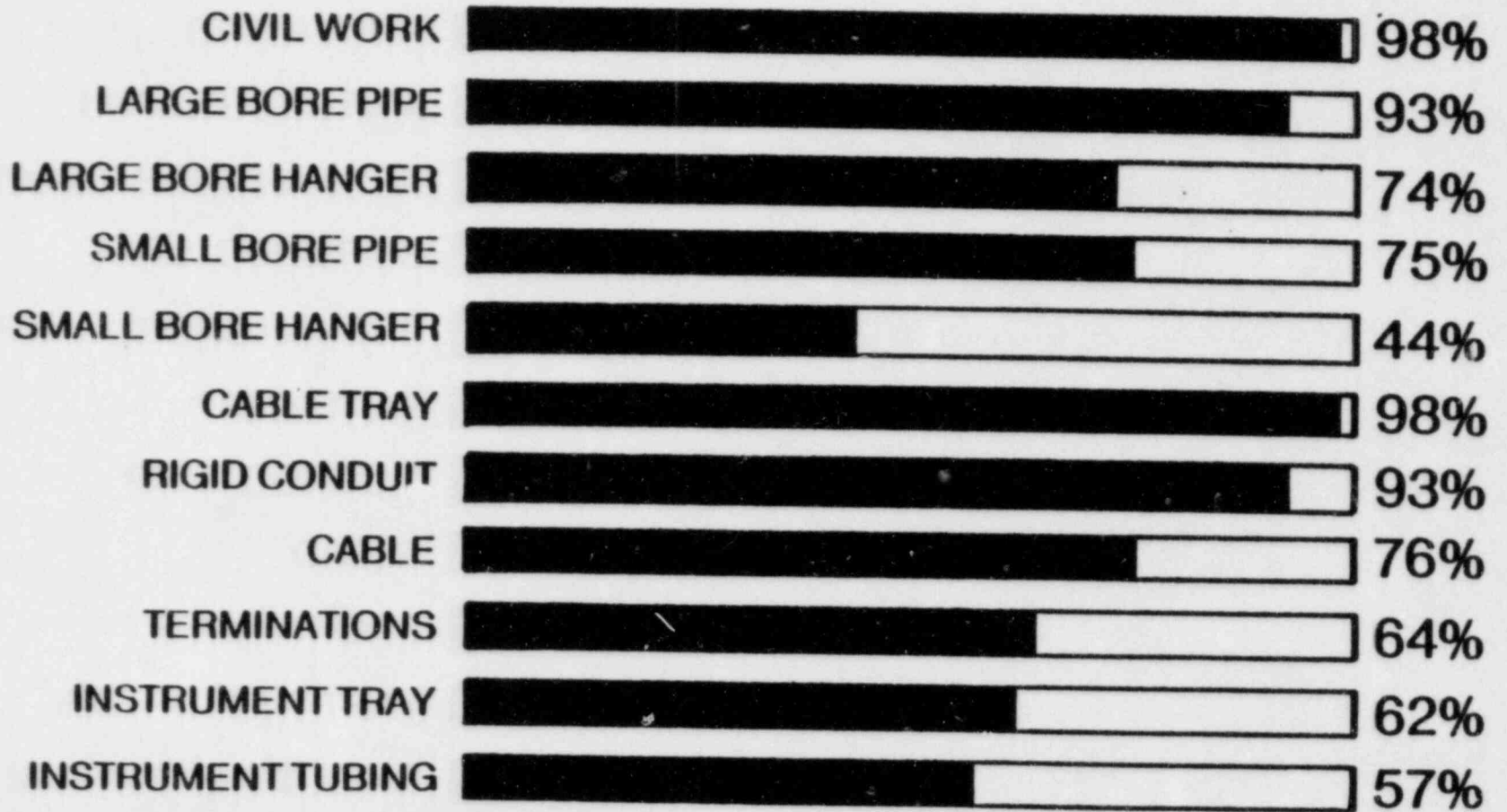
- SER Issued With No Major Outstanding Items
- NRC Regional Workshops Held April, 1984
- Preliminary Appendix R Report Update Discussed With NRC At 7/11/84 Meeting
- Formal Submittal Expected By 8/31/84

Construction

G. R. GRAM

*Seabrook –
Where It Stands*

SEABROOK STATION UNIT 1 and COMMON
CONSTRUCTION COMMODITIES
% INSTALLED



PIPING AND HANGERS

PIPE

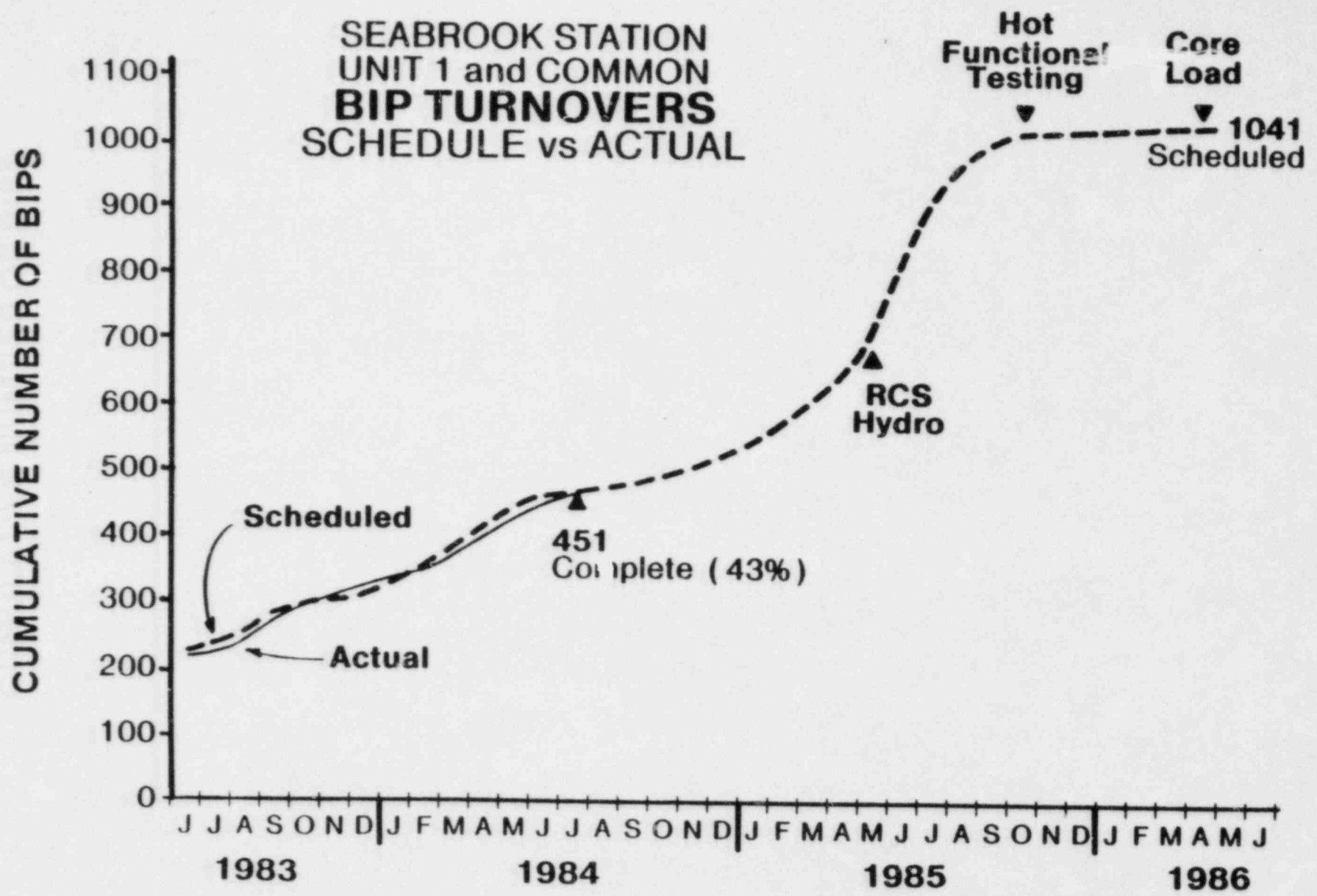
Large Bore	<i>Good Shape</i>	93%
Small Bore	<i>OK</i>	75%

HANGERS

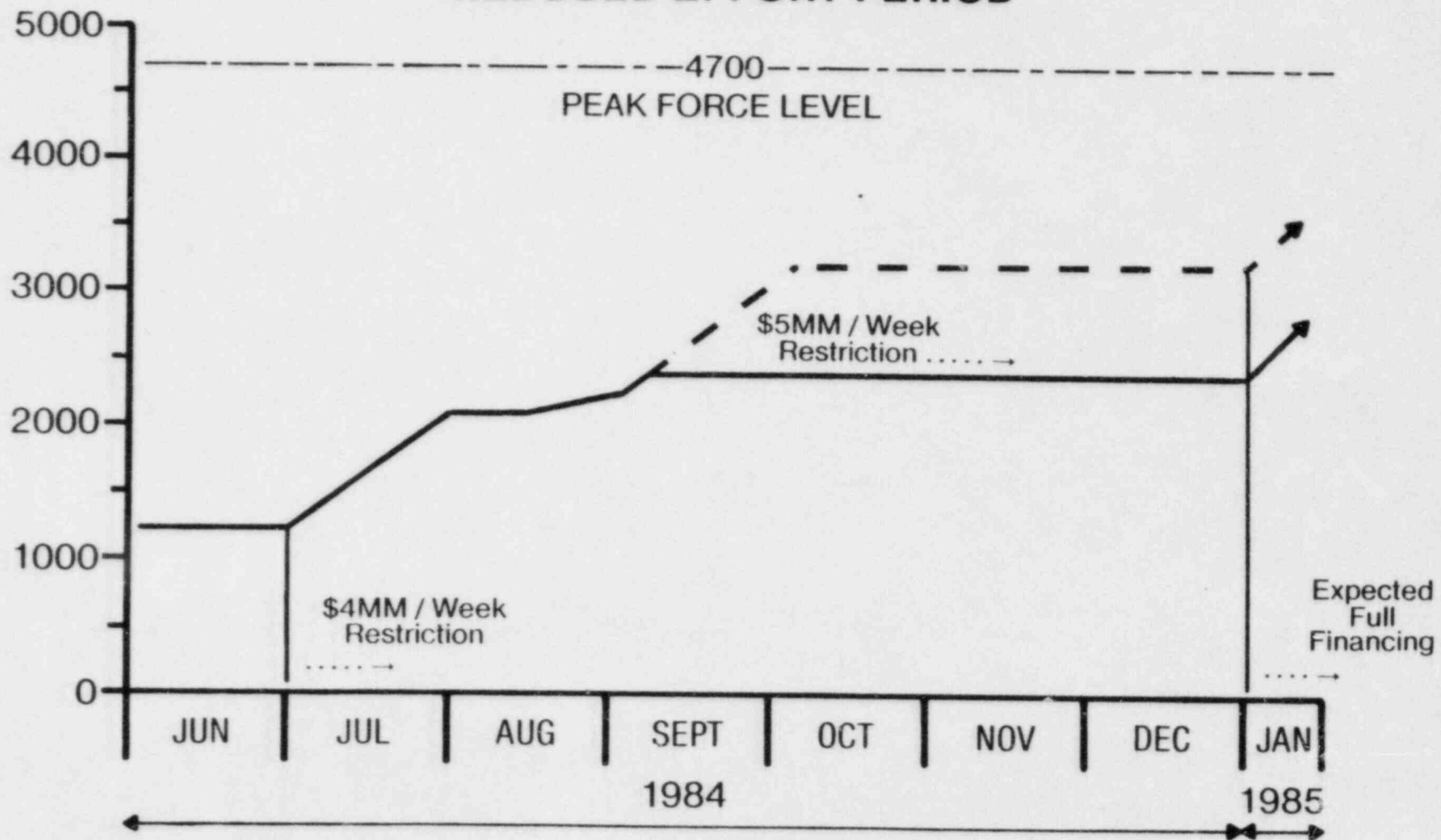
Areas Being Addressed

- Engineering
- Quantity
- Status
- Documentation

SEABROOK STATION
 UNIT 1 and COMMON
BIP TURNOVERS
 SCHEDULE vs ACTUAL



SEABROOK STATION UNIT 1 AND COMMON PROJECT WORKFORCE DURING REDUCED EFFORT PERIOD



PROJECTED PEAK MANPOWER

●	Manual	3000
●	Non-Manual	1700
●	Total	4700

HOW TO GET IT DONE

- Organization Goals
- Integrated Project Organization
- Direct Employment
- Fixed Cost Building Completion
- Other Management Actions

ORGANIZATION GOALS

- Teamwork Concept
- Improve Communication
- Improve Accountability
- Grassroots Feedback

DIRECTOR OF
CONSTRUCTION
G. R. GRAM

ASSISTANT
DIRECTOR OF
CONSTRUCTION
J. POWELL

--- Communication Line

PROJECT
COMPTROLLER
J. CANADA

PROJECT
CONTROLS
MANAGER
D. PEEPLES

SPECIAL
PROJECTS
MANAGER
M. WILEY

PROJECT
TURNOVER
MANAGER
P. BOHAN

PROJECT
CONSTRUCTION
MANAGER
A. WALKER

PROJECT
SERVICES
MANAGER
J. HERRIN

STARTUP
D. G. McLAIN

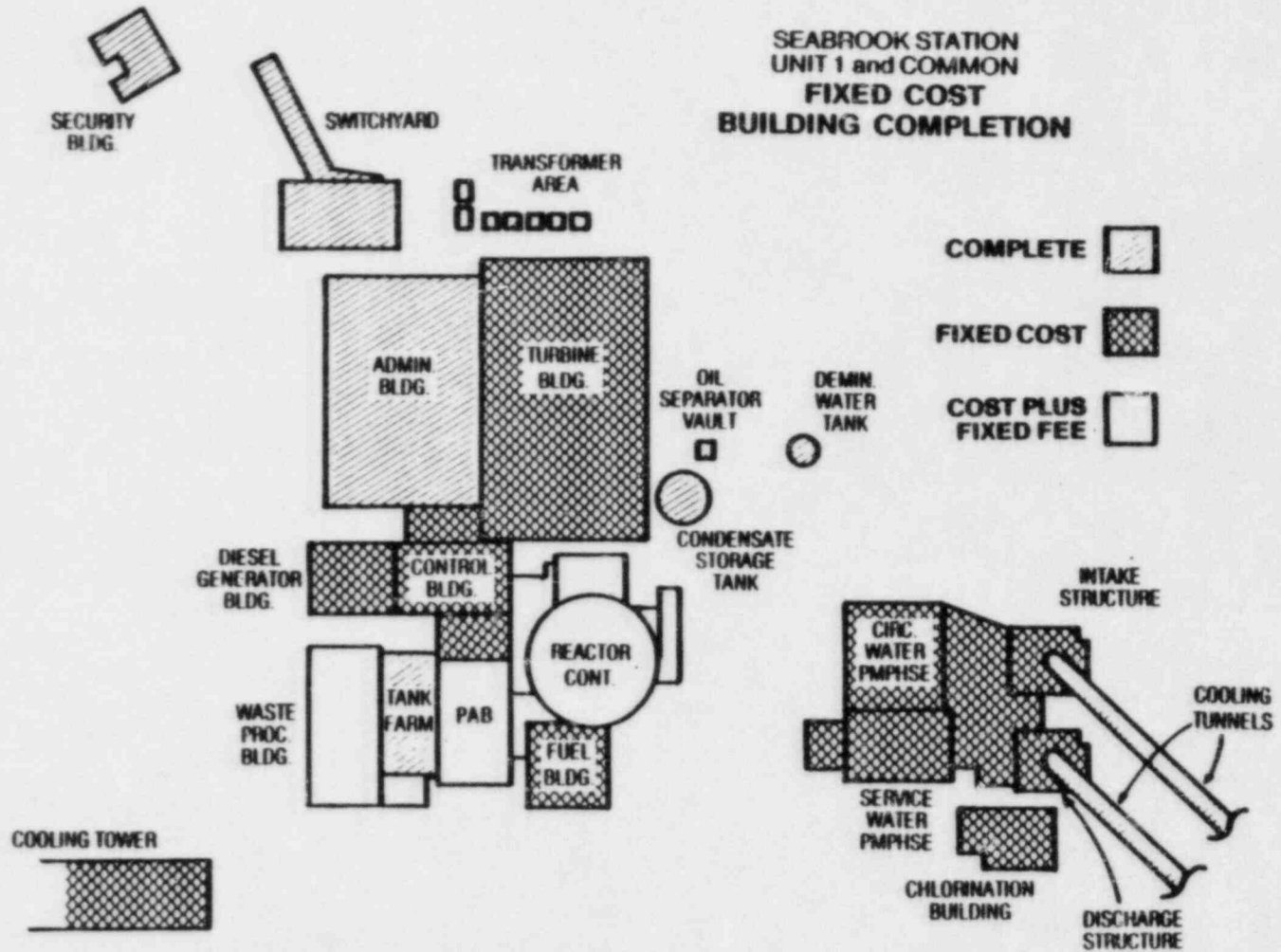
ENGINEERING
R. A. GARRAMORE

QA
G. F. McDONALD

DIRECT EMPLOYMENT

- 10% Reduction In Construction Non-Manual Force
- Improved Communication
- Improved Craft Utilization
- Fewer Interfaces
- Better Logistics
- Saves 10 Million Dollars

SEABROOK STATION
 UNIT 1 and COMMON
**FIXED COST
 BUILDING COMPLETION**

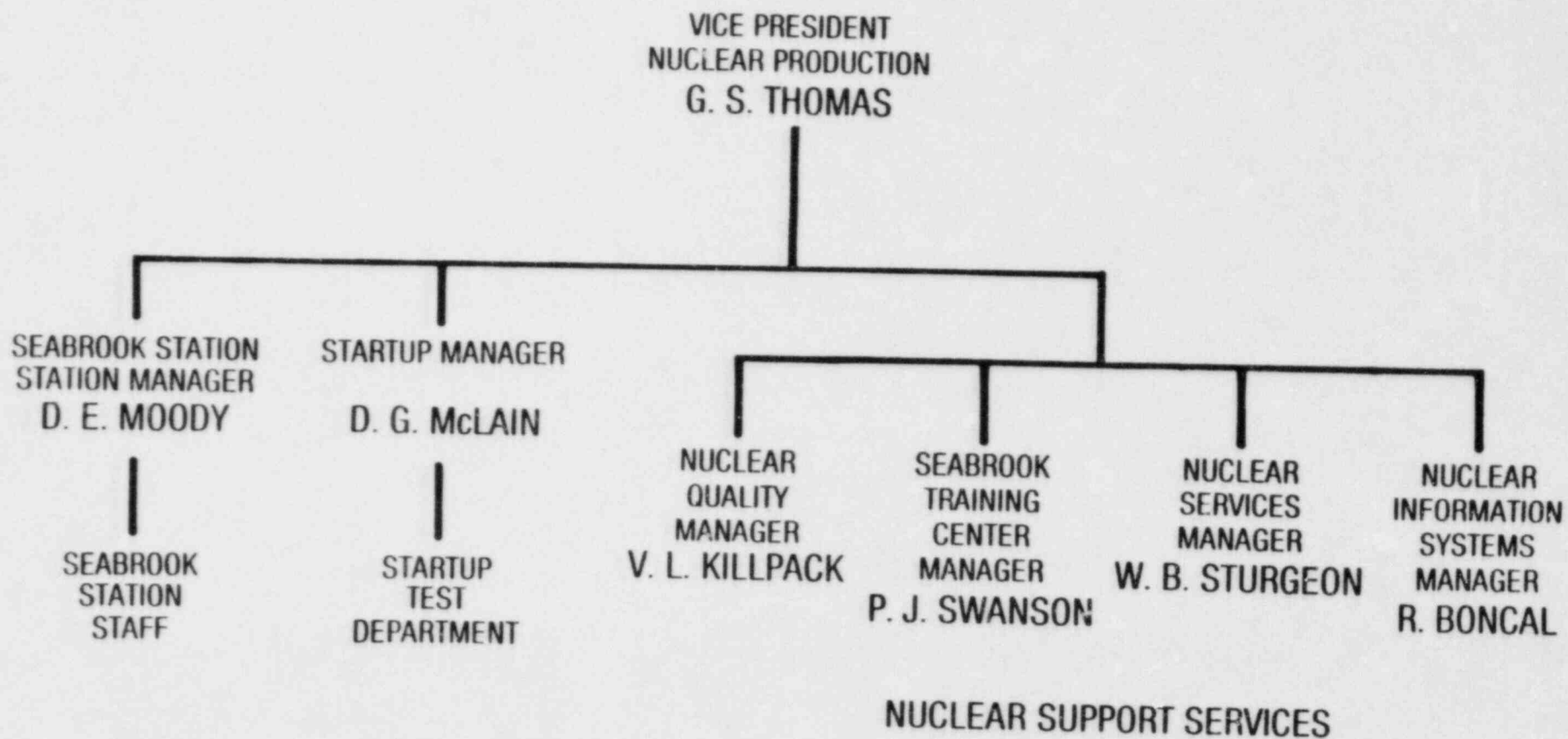


Startup & Operations

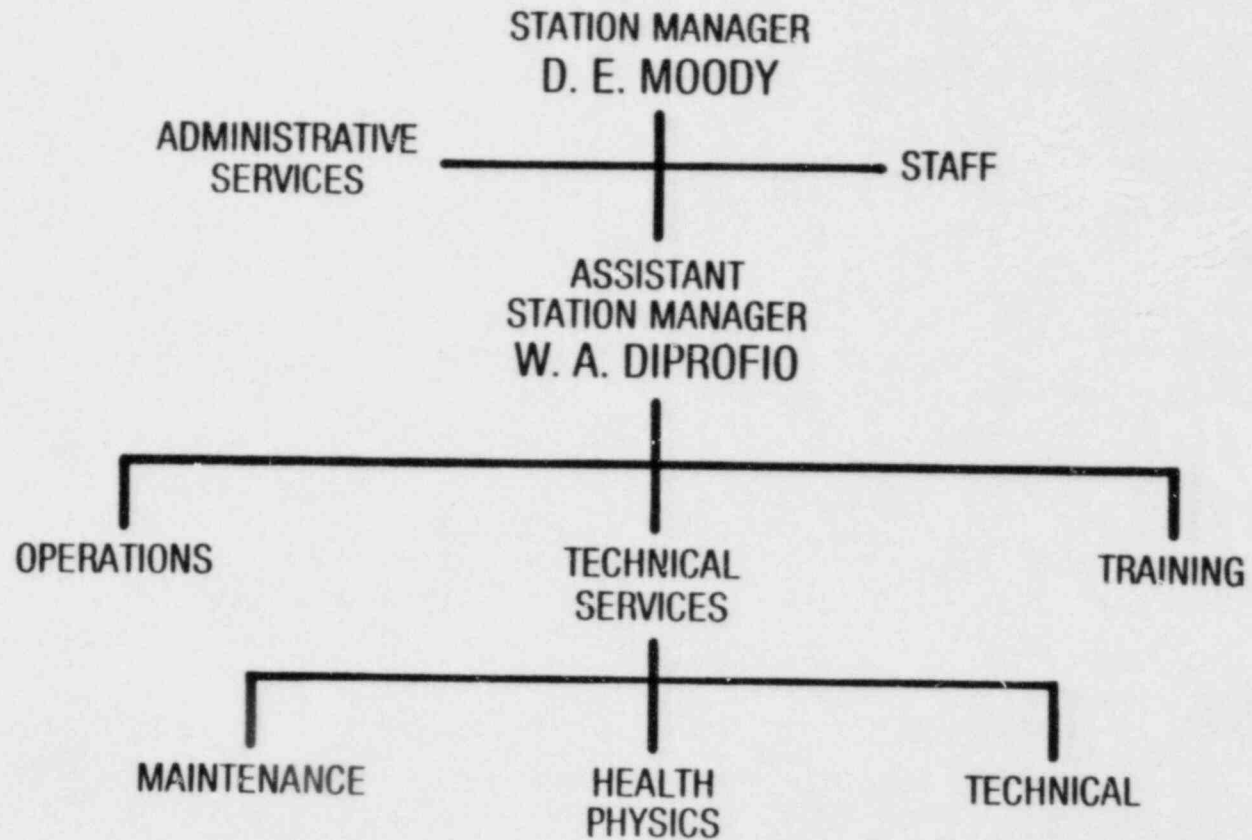
G. S. THOMAS

Organization

**New Hampshire Yankee
NUCLEAR PRODUCTION ORGANIZATION**



New Hampshire Yankee SEABROOK STATION STAFF



Initial Startup Testing

RESPONSIBILITIES DURING TESTING ACTIVITIES

FUNCTION	TEST PHASE			
	1	2	3	4-6
Test Direction	●	●	●	●/○
Operation	●	○	○	○
Maintenance	●	●	○	○

- = STARTUP TEST DEPARTMENT
- = SEABROOK STATION STAFF

Seabrook Station Unit 1
**TEST PROCEDURE PREPARATION
STATUS**

General Tests	100%
Preop Tests	82%
Acceptance Tests	86%
Startup Tests	81%

Station Operation

STAFFING AND EXPERIENCE LEVELS

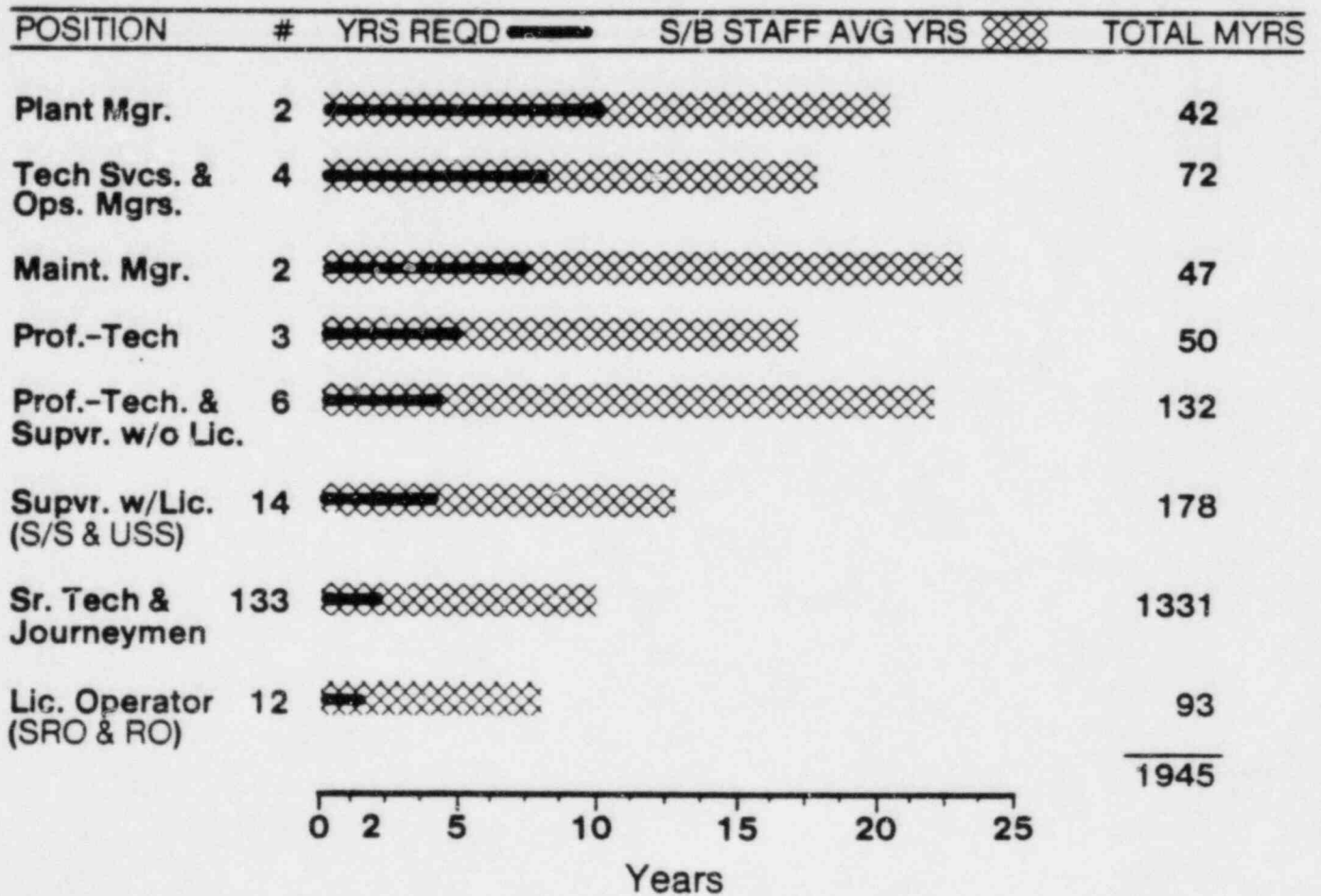
STAFFING

Seabrook Station Staff	415 / 485
Nuclear Support Services	76 / 100

EXPERIENCE

Experience Levels Are More Than
Double Required Levels

COMPARISON OF SEABROOK STATION STAFF EXPERIENCE TO ANS 3.1 - 1978 REQUIREMENTS



OPERATOR LICENSING STATUS

- Site Specific Simulator In Operation
- STA Training Complete
- Detailed Systems Training Complete
- Emergency Operating Procedures Validated Through WOG
- Cold-License Examinations Scheduled For 9/84, 12/84, 3/85

TRAINING COMPLETION STATUS

Supervisory	71%
Electrical	61%
Mechanical	69%
Chemistry	89%
Health Physics	60%
I & C	81%
Auxiliary Operators	86%
OVERALL	74%

OTHER ACTIVITIES

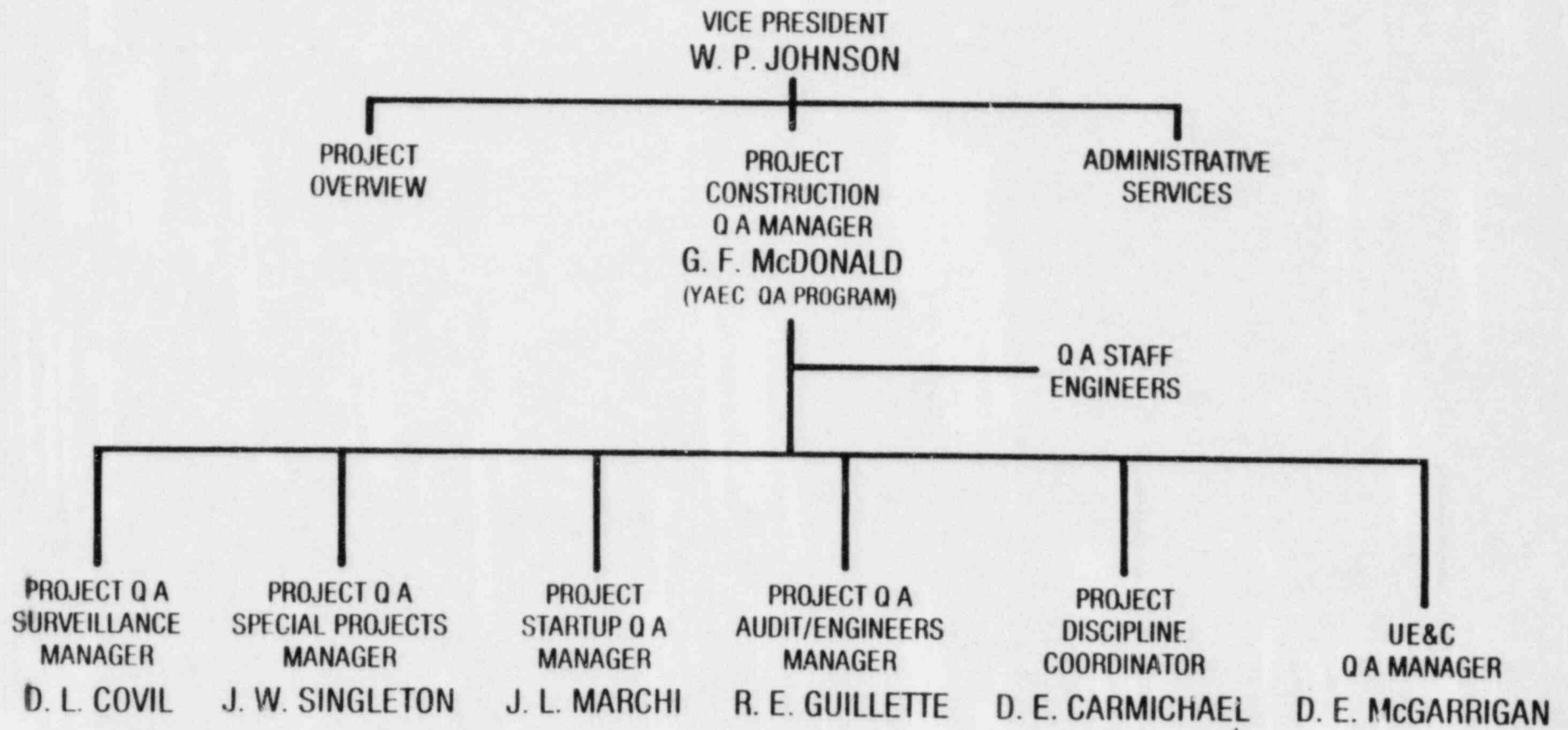
Proposed Tech Specs	<i>Submitted to DOL</i>
SORC	<i>Membership Assigned & Functioning</i>
NSARC	<i>Membership Assigned & Functioning</i>
ISEG	<i>4/5 Positions Staffed And Functioning</i>

Quality Assurance

G. F. McDONALD

PROJECT QA/QC CONTROL LEVELS

- Level 1 Quality Control By Vendors, Contractors, And Constructors On The Activities They Perform
- Level 2 Surveillance Of Design, Fabrication And Construction Activities, Including Level 1 Quality Control
- Level 3 Audits By YAEC QA Department Of Activities Performed By Level 1 And 2 Organizations



QUALITY ASSURANCE PROGRAM

- Integrated QA/QC Organization
- 10 CFR 50.55 (f) Implications
- Management Support of QA

EFFICIENCIES DUE TO REORGANIZATION

- Interface
- Project Specific Procedures & Programs
- Project Trendings & Corrective Action
- Escalated Management Action Programs

SALP & INTEGRATED ORGANIZATION

- Corrective Actions Committed
- Scope Of Work Changes
- Owners Verification Programs

**SEABROOK PROJECT
EXTERNAL EVALUATION OF
THE QUALITY ASSURANCE PROGRAM**

1. NRC

- IE Headquarters Construction Appraisal Team (CAT)
- IE Headquarters Integrated Design Inspection (IDI)
- Systematic Assessment Of Licensee Performance (SALP)
- Regional And Resident Based Inspections

2. UTILITIES

- Institute Of Nuclear Power Operations (INPO)

3. MANAGEMENT AUDIT

- Audit by Management

CONSTRUCTION APPRAISAL TEAM INSPECTION (CAT)

- Hardware And Documentation For The Construction Areas Reviewed Were Generally Found To Be In Accordance With Requirements And Commitments
- Concern Relative To Communication Between The Construction And Engineering Organizations
- Six Items Referred To NRC Region I For Follow-up
- Individual Items Identified Are Resolvable From A Technical Standpoint
- Management Attention Required To Assure That Future Site Activities Are Not Adversely Affected

QUALITY ASSURANCE

- Strong Management Support
- Favorable NRC Assessments
- Favorable Third Party Assessments
- Effective Program

SEABROOK STATION QUALITY ASSURANCE FINDINGS

Management support of Quality Assurance continues to be a strong point in the construction of Seabrook Station. The hardware deficiencies that have been identified relate more to process control and design interpretation problems than they do to programmatic failures on the part of the installation contractors.

NRC Systematic Assessment of
Licensee Performance 8/17/83

Audit and surveillance personnel are well qualified. Management is supportive of Q/A activities.

NRC Construction Assessment Team
Inspection Report Dated, 1982

There are good working relationships between QA/QC personnel and their counterparts in other organizations, including the Nuclear Regulatory Commission resident inspector and authorized nuclear inspector, who speak very favorably of QA/QC and the overall program effectiveness.

Management Analysis Company
Report Dated, 1983

During this assessment, it was apparent that the overall QA/QC functions were performed in a manner that was conducive to controlling and improving the quality of the project. There is adequate freedom from cost and schedule pressures. QA/QC personnel received a cooperative attitude from project personnel.

Institute of Nuclear Power Operations
Seabrook Self-Initiated Construction
Project Evaluation Report, Nov., 1983

- Management is supportive of Quality Assurance.*
- Strong site QA implementation is evident at the surveillance and audit levels.*
- Licensee responsiveness to NRC initiatives/concerns is good.*
- Operator training reflects an advanced state of the art and utilizes a site-specific simulator.*
- The Operations Staff is being integrated early into the Pre-Operational Test Program.*

Trip Report, Commissioner Victor
Gilinsky, August 19, 1983

Quality record for Seabrook has been above industry standards.

Neilsen Wurster Group Inc.
Report to N.E. Governors Conference
Dated May 14, 1984

Summary

SUMMARY

- Steps Are Underway For Transition To New Hampshire Yankee
- Plant Is About 80% Complete
- 43% Of BIPs Turned Over
- Engineering In Good Shape
- Schedule Will Be Met Pending Financing Approvals

Sue Bagues
Bob Perlis

E.S. CHRISTENBURY

E.J. Reis
W.T. Russell

TED ANKRUN

L. LIL BEACH

HOWARD WONG

DARREN EISENHUT

NRC/OPA

NRC/OELD

NRC/OELD

NRC/OELD

NRC/NRR/DHFS

NRC/IE

NRC/IE

NRC/IE

NRC/NRR

August 9, 1983

Management Meeting with PSNH on Seabrook

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H.R. Denton	NRR
Tom MURLEY	Administrator, Region I NRC
Rich STAROSTEcki	B NRC Region I
EDWARD A. BROWN	Pres. - New Hampshire Yankee Div. of PSNH
Robert J. HARRIS	Pres & CEO PSNH
W B DERRICKSON	Sr VP N.H. Yankee Div PSNH
A M Ebner	Project Mgr - UE3C
G.F. McDONALD	QA MGR YAEC
JOHN DE VINCENTIS	ENGLT & LICENSE DIRECTOR
ROBERT E SWEENEY	NH YANKEE BETHESDA OFFICE MGR.
DENNIS ADOMAITIS	WESTINGHOUSE WRD - SEABROOK Proj' MGR.
George S Thomas	VP - Nuclear Production - NHY
John R. Grain	(W) - PROJECTS REGION MGR,
GEORGE R. GRAM	N.H. YANKEE
B. K. Singh	NRC/NRR/DL/LB#3, Project manager
Burkington	Lic. Br. Chief, DL, NRR
Robert Hammack	Electric Rates Investigation, FERC
Jane E. Spector	FERC, OGC / Electric Rates
Joseph R KANE	FERC, OEPR / Div. of Elect. Rate Regulation
Hena Bagchi	FERC, OEPR / Div. of Elec. Rate Regulation
Steven Kurdziel	International Energy Ass. Lim.
WARREN C. LYON	RSB / NRC
PAUL FRITZSCHE	STATE HOUSE STATION 112 AUGUSTA
L.P. Crocker	NRC, DHS/LQB ME 0433:
Jon Sautarsky	Harman, Weiss & Jordan

MEETING SUMMARY DISTRIBUTION

Docket No(s): 50-443

NRC PDR

Local PDR

NSIC

PRC System

LB3 Reading

Attorney, OELD

GWKnighton

Project Manager V. Nerses

JLee

B. K. Singh

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H. R. Denton

T. Murley

Rich Starostecki

B. K. Singh

G. W. Knighton

Warren C. Lyon

L. P. Croker

Sue Gagaer

Bob Perlis

E. S. Christenbury

E. J. Reis

W. T. Russell

Ted Ankrum

A. Bill Beach

Howard Wong

Darrell Eisenhut

bcc: Applicant & Service List