



UNITED STATES
NUCLEAR REGULATORY COMMISSION

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

APR 13 1999

C. Randy Hutchinson, Vice President
Operations
Arkansas Nuclear One
Entergy Operations, Inc.
1448 S.R. 333
Russellville, Arkansas 72801-0967

SUBJECT: NRC/ENTERGY OPERATIONS, INC. (EOI) SENIOR MANAGEMENT MEETING

Dear Mr. Hutchinson:

On April 8, 1999, the staff met with representatives of Entergy Operations, Inc. (EOI), to discuss EOI's annual performance assessment of their facilities and other issues of mutual interest. The meeting, open to attendance by members of the general public, took place in the EOI Echelon One Auditorium located in Jackson, Mississippi. Representatives of EOI presented a summary of 1998 plant performance at each of their nuclear facilities, including safety, regulatory, operating, and cost performance. They also discussed the results of corporate assessments conducted at each of the facilities and the Entergy Renewal Project.

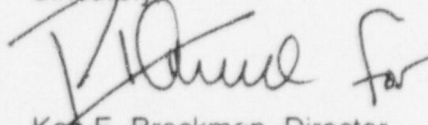
The NRC representatives made presentations on the proposed Reactor Oversight Process improvements. In addition, the NRC staff discussed perspectives on current performance at each of EOI's nuclear facilities. The list of attendees is included as Attachment 1 to this letter and the licensee's presentations are included as Attachment 2.

The staff found that the meeting was informative, beneficial, and provided them with a better understanding of corporate assessment activities conducted by EOI. In response to questions by the staff, you stated that EOI's corporate assessment process and results would be made available for NRC review.

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 will be placed in the NRC's Public Document Room.

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

Sincerely,



Ken E. Brockman, Director
Division of Reactor Projects

9904190095 990413
PDR ADOCK 05000313
P PDR

Docket Nos:

ANO: 50-313; 50-368

GGNS: 50-416

RBS: 50-458

W3: 50-382

License Nos.:

ANO: DPR-51; NPF-6

GGNS: NPF-29

RBS: NPF-47

W3: NPF-38

Enclosures:

1. Attendance List

2. Licensee Presentation

cc:

William A. Eaton, Vice President
Operations - Grand Gulf Nuclear Station
Entergy Operations, Inc.
P.O. Box 756
Port Gibson, Mississippi 39150

Randall K. Edington, Vice President - Operations
River Bend Station
Entergy Operations, Inc.
P.O. Box 220
St. Francisville, Louisiana 70775

Charles M. Dugger, Vice President
Operations - Waterford 3
Entergy Operations, Inc.
P.O. Box B
Killona, Louisiana 70066

Executive Vice President
& Chief Operating Officer
Entergy Operations, Inc.
P.O. Box 31995
Jackson, Mississippi 39286-1995

Vice President
Operations Support
Entergy Operations, Inc.
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Jackson, Mississippi 39286

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ABB Combustion Engineering Nuclear
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12300 Twinbrook Parkway, Suite 330
Rockville, Maryland 20852

County Judge of Pope County
Pope County Courthouse
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Winston & Strawn
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David D. Snellings, Jr., Director
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Emergency Management
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Rockville Nuclear Licensing
Framatome Technologies
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Rockville, Maryland 20852

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Mississippi Department of Natural
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President
Claiborne County Board of Supervisors
Port Gibson, Mississippi 39150

General Manager
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Entergy Operations, Inc.
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Port Gibson, Mississippi 39150

The Honorable Richard Ieyoub
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Mike Moore, Attorney General
Frank Spencer, Asst. Attorney General
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State Health Officer
State Board of Health
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Robert W. Goff, Director
State Liaison Officer
Division of Radiation Health
Mississippi Department of Health
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Jackson, Mississippi 39215-1700

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General Manager
Plant Operations
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St. Francisville, Louisiana 70775

Entergy Operations, Inc.

-5-

Director - Nuclear Safety
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St. Francisville, Louisiana 70775

Manager - Licensing
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President of West Feliciana
Police Jury
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Louisiana Public Service Commission
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Entergy Operations, Inc.

-6-

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St. Charles Parish
P.O. Box 302
Hahnville, Louisiana 70057

APR 13 1999

bcc to DCD (IE45)

bcc distrib. by RIV w/Enclosures 1 and 2:

- DRS Director
- Project Engineers (DRP/A, C, D)
- Branch Chief (DRP/TSS)
- DRS-PSB
- RIV File

bcc with Enclosure 1 only:

- Regional Administrator
- DRP Director
- Branch Chiefs (DRP/A, C, D)
- Resident Inspectors (ANO, GG, RBS, WAT)
- MIS System

DOCUMENT NAME: R:_ANO\AN4-8MS.DRP; R:_GG\GG4-8MS.DRP;
 R:_RB\RB4-8MS.DRP; R:_WAT\WT4-8MS.DRP

To receive copy of document, indicate in box: "C" = Copy without enclosures "E" = Copy with enclosures "N" = No copy

RIV:C:DRP/C	C:DRP/A	C:DRP/D	D:DRP
CSMarschall;df	JITapia	PHHanel	KEBrook
4/13/99	4/13/99	4/13/99	4/13/99

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APR 13 1999

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OFFICIAL RECORD COPY

190003

**NRC/EOI
SENIOR MANAGEMENT MEETING
INFORMATION EXCHANGE**

**April 8, 1999
7:30 a.m. - 2:30 p.m.
Echelon One Auditorium; Jackson, MS**

ATTENDANCE LIST

ENTERGY OPERATIONS, INC.

Jerry Yelverton, President & CEO
John McGaha, Executive VP & COO
Chuck Dugger, VP, Operations, W-3
Bill Eaton, VP, Operations, GGNS
Randy Edington, VP, Operations, RBS
Randy Hutchinson, VP, Operations, ANO
Mike Kansler, VP, Operations Support
Dan Keuter, VP, Business Services, ENI
Fred Titus, VP, Engineering
Craig Anderson, General Manager, ANO
Ted Leonard, General Manager, W-3
~~Dwight Mims, General Manager, RBS~~
Joe Venable, General Manager, GGNS
Steve Bethay, Director, NS&L, Corporate
Early Ewing, Director, NS&RA, W-3
Kenneth Hughey, Director, NS&RA, GGNS
Rick King, Director, NS&RA, RBS
Jimmy Vandergrift, Director, NS&RA, ANO
Guy Davant, NS&L, Corporate
Les England, NS&L, Corporate

NUCLEAR REGULATORY COMMISSION

Ellis Merschoff, Regional Administrator, Region IV
John Zwolinski, Director, Division of Licensing
Project Management, NRR
Ken Brockman, Director, Division of Reactor
Projects, Region IV
Bob Gramm, Chief, Section I, Project Directorate IV
& Decommissioning, NRR
David Graves, Branch Chief, Region IV
Phil Harrell, Branch Chief, Region IV, W-3
Charles Marschall, Branch Chief, Region IV, ANO &
RBS
Joe Tapia, Branch Chief, Region IV, GGNS
Russell Bywater, Resident Inspector, Region IV
~~Jennifer Dixon-Herrity, Senior Resident, GGNS~~
Tom Farnholtz, Senior Resident, W-3
Kris Kennedy, Senior Resident, ANO
George Replogle, Senior Resident, RBS
John Russell, Resident Inspector, GGNS

**NRC/EOI
SENIOR MANAGEMENT MEETING
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MEETING AGENDA

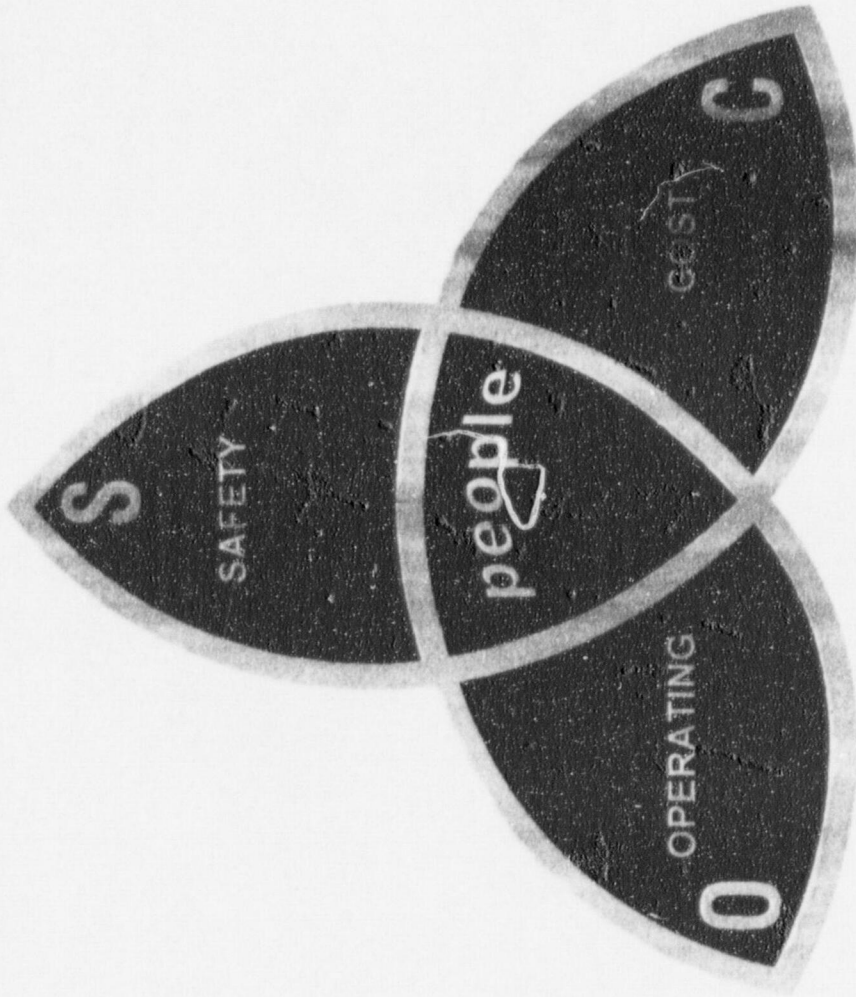
7:00	Early Morning Coffee	
7:30	Welcome & Introductions 1998 Review of Plant Performance	John McGaha
8:00	Entergy Business Activities	Jerry Yelverton
8:30	Entergy Renewal Program	John McGaha
9:00	Review of Entergy Assessments	Mike Kansler
9:30	NRR Issues	John Zwolinski
10:00	Regional Issues	Ellis Merschoff
10:45	ANO Performance	Charles Marschall, et. al. Randy Hutchinson
11:30	Lunch	
12:15	Grand Gulf Performance	Joe Tapia, et. al. Bill Eaton
1:00	River Bend Performance	Charles Marschall, et. al. Randy Edington
1:45	Waterford-3 Performance	Phil Harrell, et. al. Chuck Dugger
2:30	Closing Remarks/Adjourn	Entergy/NRC

**1998 REVIEW OF
PLANT PERFORMANCE**

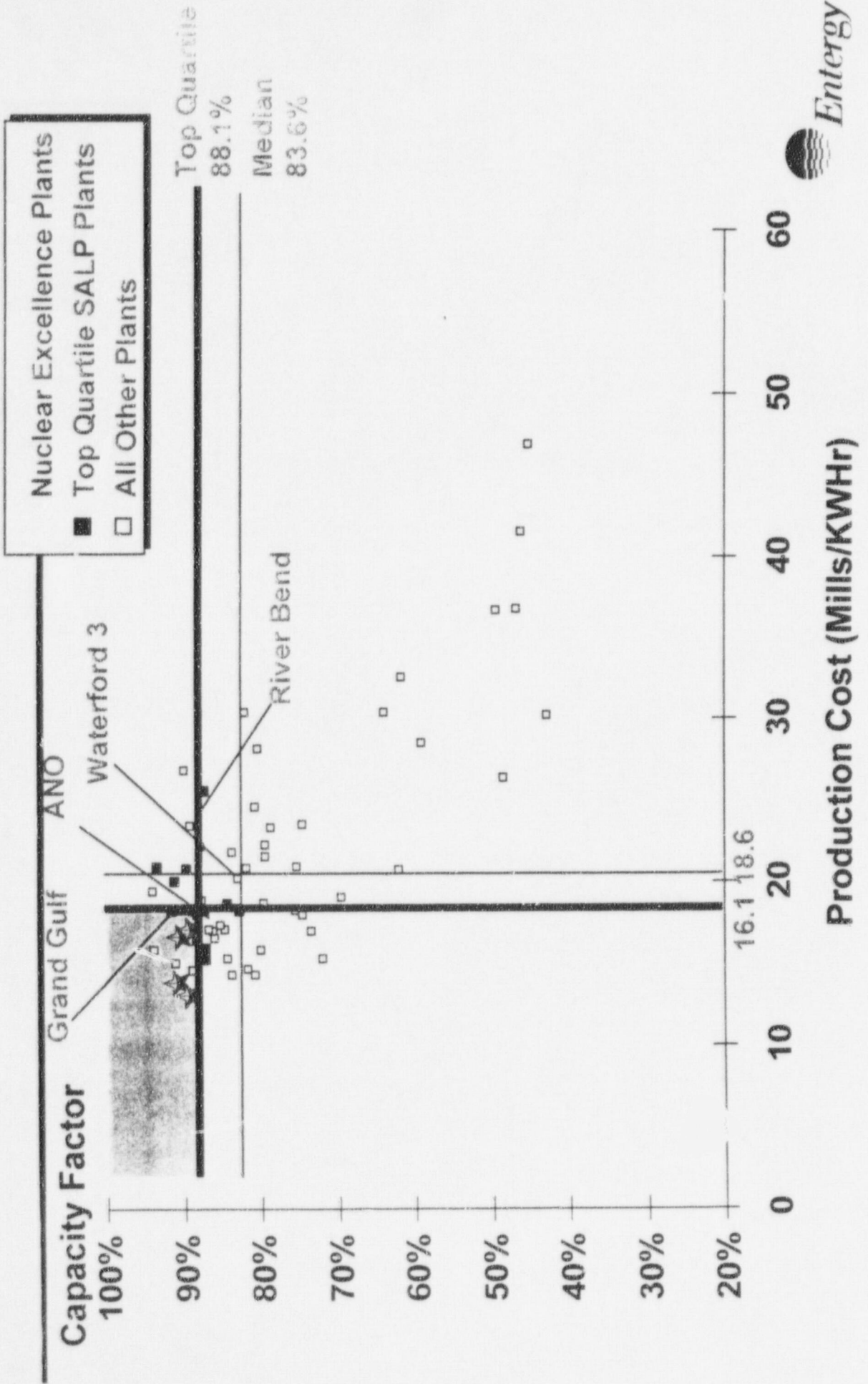
John McGaha
Executive Vice President &
Chief Operating Officer



Performance Measures



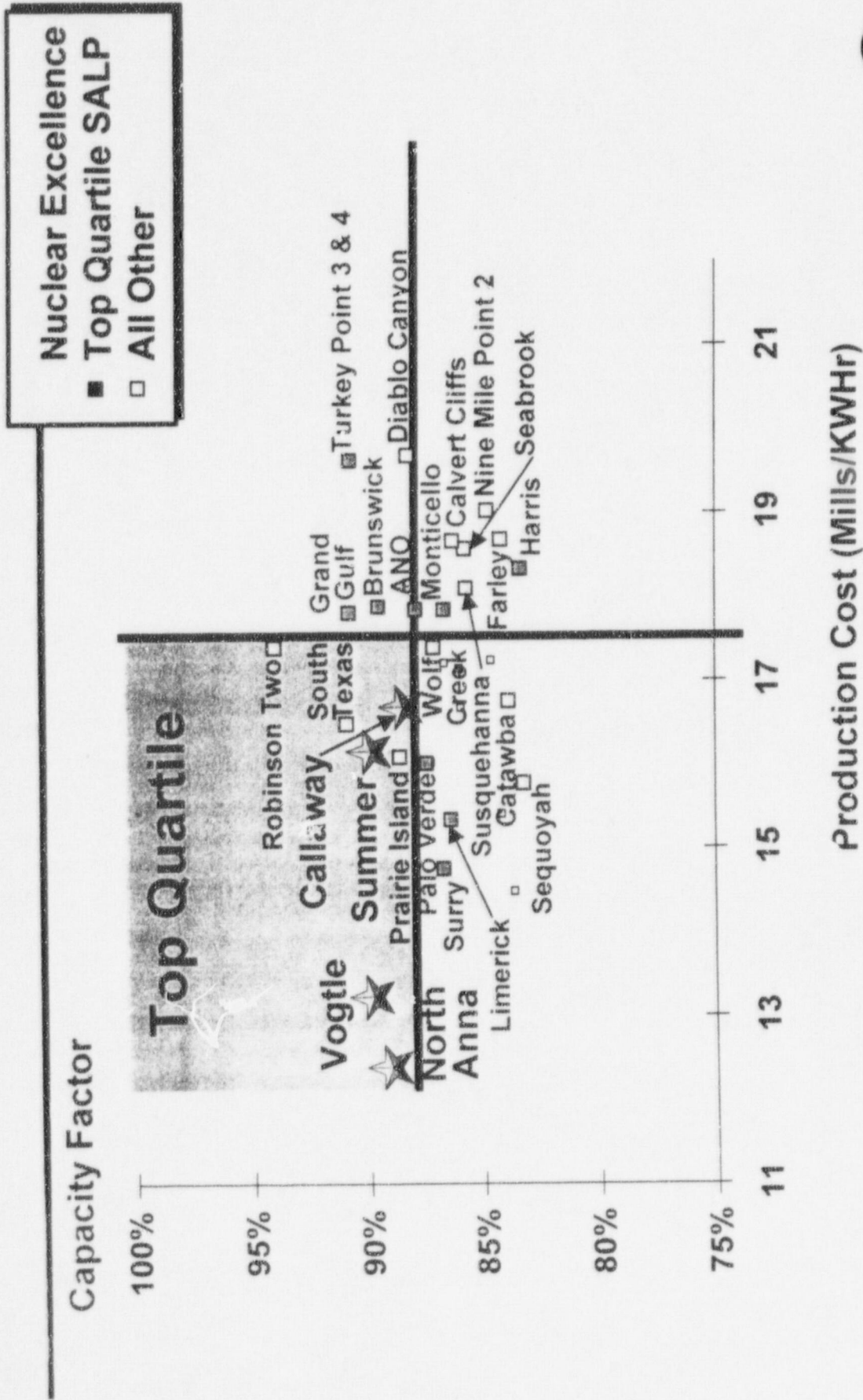
Mutual Complements



Production Cost (Mills/KWHR)

Entergy

Close Up Of Top Plants 1995-97



1998 Company Highlights

- ◆ No automatic trips
- ◆ Achieved 39 of 40 Team Sharing safety indicators (based on WANO)
- ◆ Single QA Plan approved
- ◆ Successfully implemented Severe Accident Management Guidelines
- ◆ ANO & GGNS INPO ratings improved from 2 to 1



Entergy

1998 Company Highlights

- ◆ Achieved “Best In Class” in 2 areas
 - Capacity factor - 90.75%
 - Production costs + capital - 18.25 mills/kWh
- ◆ Smooth management transitions
- ◆ Leadership Development & Succession Plan

1998 Site Highlights

- ◆ Arkansas Nuclear One
 - Retained SALP 1.25
 - INPO rating improved from 2 to 1
 - Radiation Protection improvements
 - Dry fuel cask loading
 - Implemented Risk-Informed ISI Program
 - Capacity factor - 88.4%

1998 Site Highlights

- ◆ Grand Gulf
 - INPO rating improved from 2 to 1
 - RFO9 - safest, shortest & least expensive
 - Capacity factor - 87.3%
 - Longest continuous run - 421 days
 - Turbine LP rotor upgrade added 12 MWe

1998 Site Highlights

- ◆ River Bend
 - Maintained INPO 2 - Operations improvement noted
 - Regulatory performance lessons learned
 - Successful Hurricane Emergency Plan
 - Operated continuously for 340 days prior to refueling outage
 - Capacity factor - 95.54%

1998 Site Highlights

- ◆ Waterford-3
 - SALP score improved from 2.25 to 2
 - Maintained INPO 2 - noted improvements in Operations
 - Completed Performance Improvement Plan
 - Successful Hurricane Emergency Plan
 - Operated continuously for 351 days
 - Capacity factor - 91.79%

1999 Performance Focus

- ◆ Y2K
- ◆ Strategic initiatives
- ◆ Human performance
- ◆ Renewal
- ◆ Unplanned capability loss factor
- ◆ Fuel performance
- ◆ Planned outages
- ◆ Regulatory reform

ENTERGY BUSINESS ACTIVITIES

Jerry Yelverton
President & Chief Executive Officer



ENTERGY RENEWAL PROGRAM

John McGaha
Executive Vice President &
Chief Operating Officer



Entergy Renewal

- ◆ What Is Entergy Renewal All About?
 - Entergy-wide
 - Re-engineering
 - Supports new Strategic Direction

Entergy Renewal

◆ Purpose

- Re-engineer Entergy to improve its financial and customer service performance
- Identify at least \$200 million in recurring cost savings to be implemented in 1999

Nuclear Renewal

- ◆ Strategic Objectives
 - Be the premier nuclear operator
 - » Excellence in Safety/Regulatory Performance
 - » Excellence in Operating Performance
 - » Competitive Cost Performance
 - ◆ Be among the lowest cost nuclear operators
 - Grow nuclear operations

Nuclear Renewal Goals

- ◆ Re-design organization structure and staffing levels
- ◆ Develop work products necessary to support new organization and staffing (e.g. redesigned processes, cultural attributes, training, etc.)
- ◆ Realize sustainable annual O&M dollar savings

Nuclear Renewal

3 months

Business
Diagnostics

5 months

Design

9 months

Implementation



Energy

Project Status

- ◆ Schedule
 - Final executive review and approval in progress
 - Roll out new organization and Voluntary Severance Program offering - end of April
 - Decision on need for Involuntary Severance - June/July
 - Implementation phase - through end of 1999

Project Status

- ◆ Implementation Phase
 - Detailed implementation plan in development
 - Barriers and enablers identified
 - Change Management principles integrated
 - Increase in employee involvement - multiple teams at all sites



**REVIEW OF
ENERGY ASSESSMENTS**

Mike Kansler

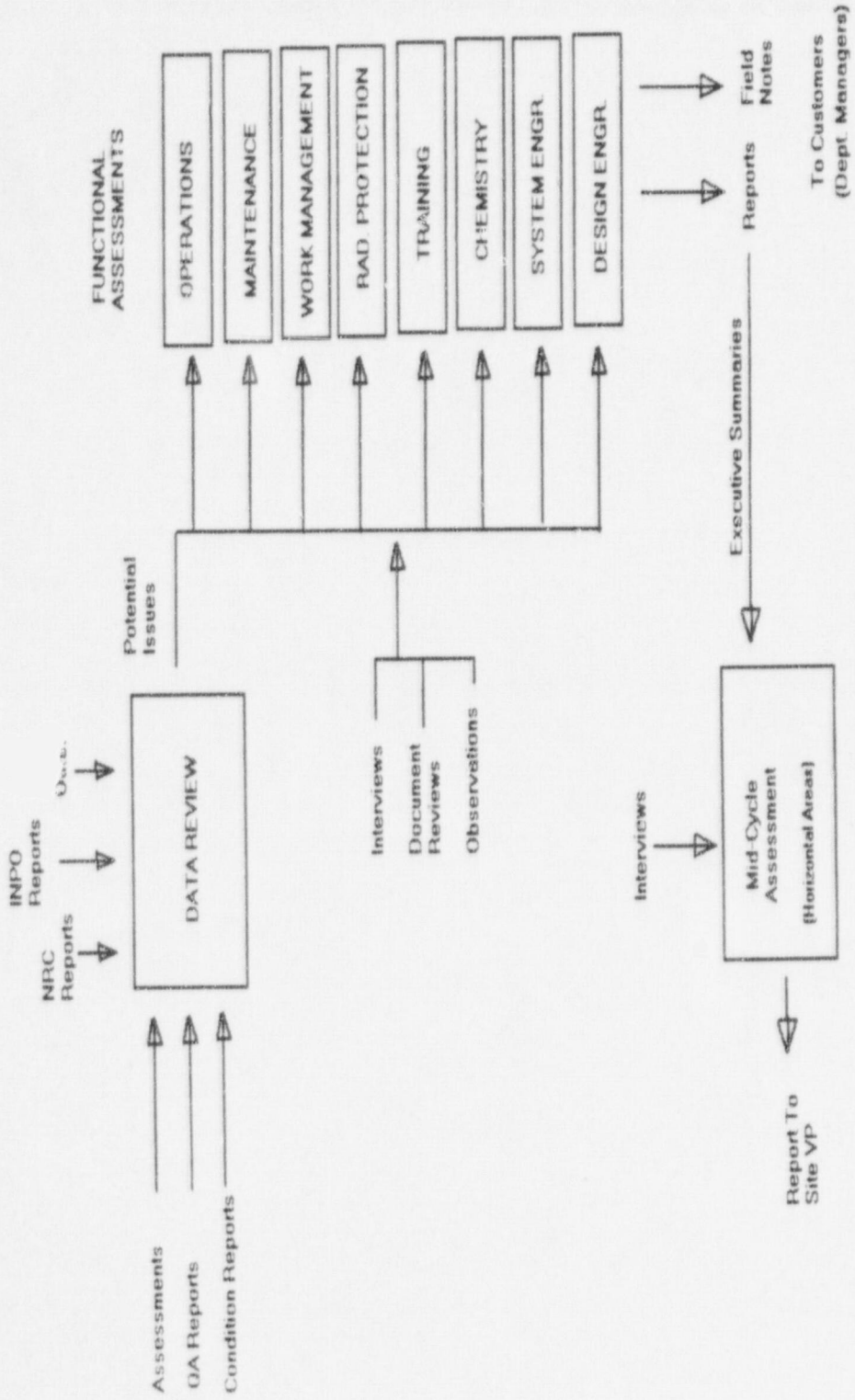
Vice President - Operations Support



Presentation Agenda

- ◆ Process
- ◆ Activities
- ◆ Assessment results/insights
- ◆ Lessons learned

Process Flow



Process - Periodic Insights

- ◆ Assimilation of information by Assessment personnel
- ◆ Develop opinion of overall site and company health
- ◆ Shared with site and corporate management
- ◆ Usually performed every 3 - 6 months

1998 Teams

- ◆ Average team - 3.3 EOI peers, 4.8 non-EOI peers
- ◆ Outside peers - 35 utilities, 1 consultant
 - Comanche Peak and TVA - 8 peers
 - Seabrook - 6 peers
 - Duke and Perry - 5 peers
 - VEPCO, Pilgrim, Fermi, FP&L, Cooper, Ft. Calhoun, Southern Co. - 4 peers

1998 Activities

- ◆ 37 assessments
- ◆ RBS and W3 focus
- ◆ 2 data reviews, 25 functional area reviews, 3 executive reviews, 1 insights meeting
- ◆ 6 'Outside' assessments

1999 Activities

- ◆ ~ 40 assessments
- ◆ ANO and GGNS focus 1Q99 - 3Q99
- ◆ RBS in 4Q99
- ◆ Special requests 1Q99 - 3Q99
 - RBS Rx Engr., ANO RAM (completed)
 - W3 Rx Engineering (2Q99)
 - RBS Appendix J Program (3Q99)
 - Renewal issues

NRR PRESENTATION

John Zwolinski
Director, Division of
Licensing Project Management, NRR



REGIONAL ISSUES

Ellis Merschoff
Regional Administrator,
NRC Region IV



ANO
PERFORMANCE PERSPECTIVE

Randy Hutchinson
Vice President - Operations
Arkansas Nuclear One



Current Plant Performance

- ◆ Human performance
- ◆ Radiation protection
- ◆ Industrial safety
- ◆ Preventive maintenance program
- ◆ Hold cards

Accomplishments

◆ ANO-2 refueling outage

◆ Risk-Informed ISI

1999 Focus

- ◆ Y2K
- ◆ Renewal
- ◆ Human performance
- ◆ Steam generator replacement
- ◆ License renewal
- ◆ Dry fuel cask loading

**GRAND GULF
PERFORMANCE PERSPECTIVE**

Bill Eaton

Vice President - Operations
Grand Gulf Nuclear Station



Current Plant Performance

- ◆ Latent equipment issues
- ◆ INPO Technical Programs accreditation
- ◆ Low-level worker practices issues

Accomplishments

- ◆ Improved plant materiel condition
- ◆ Strengthened Operations pipeline
- ◆ Issued Site Strategic Plan
- ◆ Turbine upgrade added 12 MWe capacity
- ◆ Longest continuous run (421 days)

1999 Focus

- ◆ Y2K
- ◆ Renewal
- ◆ Worker practices
- ◆ Training accreditation
- ◆ Reducing unplanned capability losses
- ◆ Union contract negotiations

**RIVER BEND
PERFORMANCE PERSPECTIVE**

Randy Edington
Vice President - Operations
Piver Bend Station



Current Plant Performance

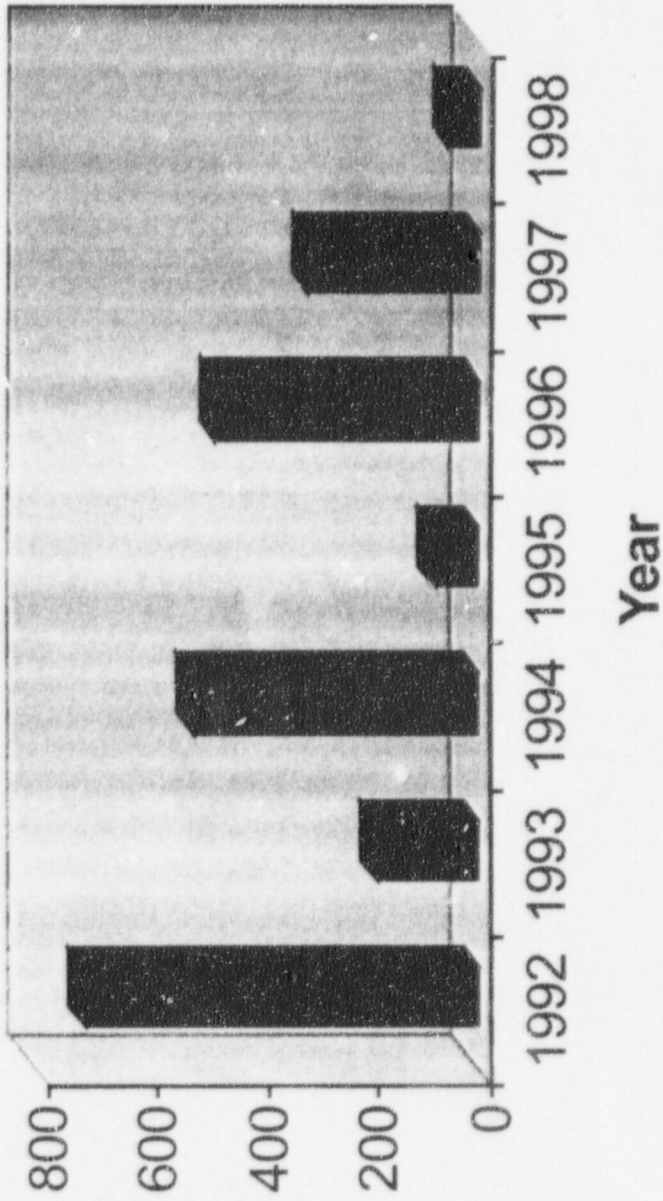
- ◆ Plant materiel condition
- ◆ Cycle 8 performance
- ◆ Fuel defects
- ◆ RF-8

Accomplishments

- ◆ Safety system availability
- ◆ Collective radiation exposure
- ◆ Improved performance in Operations
- ◆ Reduced liquid radwaste / activity processing volume

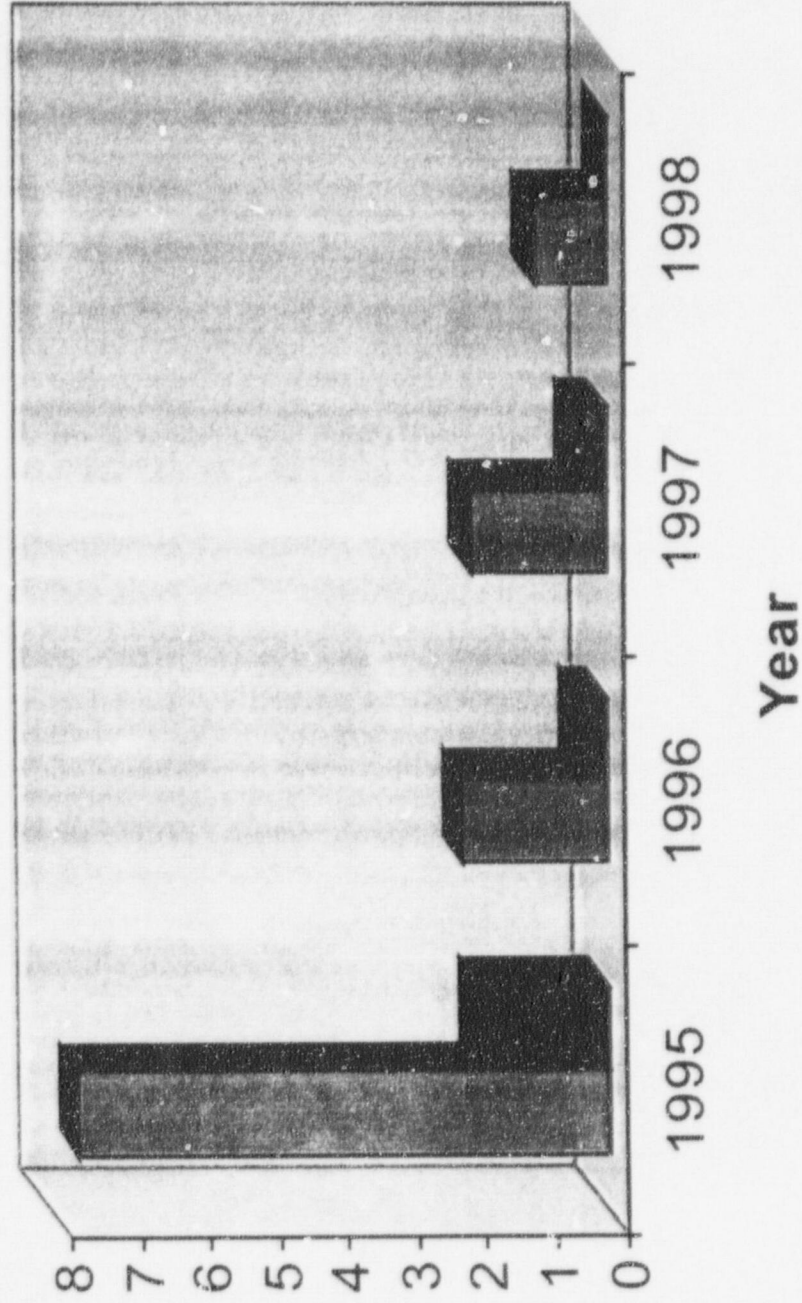
River Bend Collective Annual Exposure

■ Person-Rem



RBS Liquid Radwaste Performance

■ Gallons(M) ■ Curies



1999 Focus

- ◆ Y2K
- ◆ Renewal
- ◆ Plant materiel condition
- ◆ HLO class
- ◆ Engineering performance
- ◆ Human performance
- ◆ Communications

WATERFORD-3 PERFORMANCE PERSPECTIVE

Chuck Dugger

Vice President - Operations

Waterford-3 Steam Electric Station



Current Plant Performance

- ◆ Inconel 600 nozzles
- ◆ Human performance
- ◆ Safety performance
- ◆ Fuel performance
- ◆ Steam generator health

Accomplishments

- ◆ Performance Improvement Plan
- ◆ Work management
- ◆ Spent fuel re-rack
- ◆ SUPS replaced
- ◆ Security system change-out

1999 Focus

- ◆ Y2K
- ◆ Human performance
- ◆ Managing EOI Renewal
- ◆ Maintaining an operational focus
- ◆ Maintaining a strong training environment