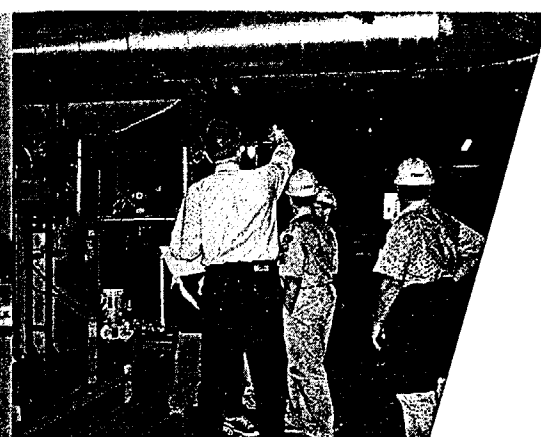
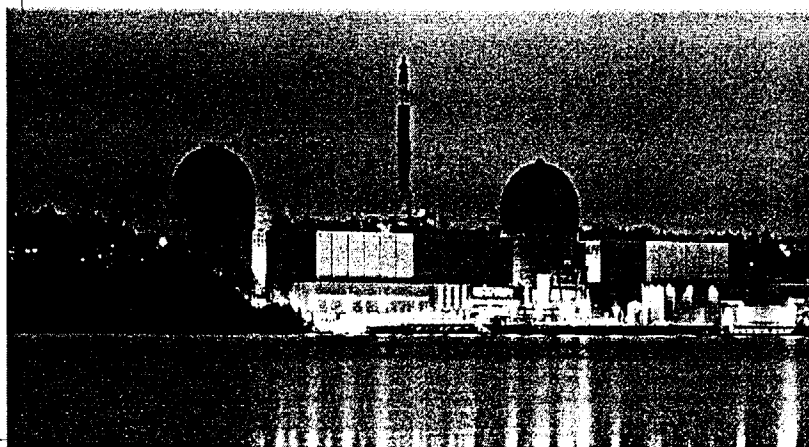
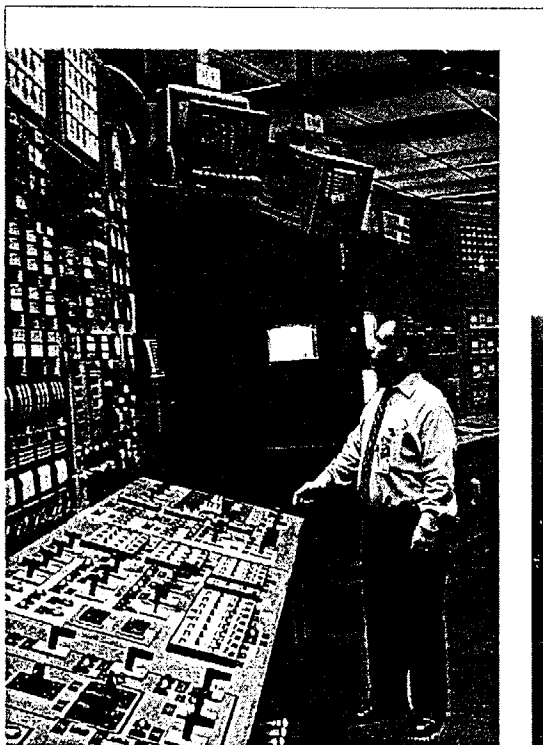




Rev 7

Plant Performance Review Indian Point Unit 2

December 20, 2001



Agenda

- **Overview** **Fred Dacimo, Vice President - Operations**
- **Operations** **Paul Rubin, Operations Manager**
- **Plant Performance** **Larry Temple, Plant General Manager**
- **Engineering** **Geoff Schwartz, Director of Engineering**
- **Closing Remarks** **Fred Dacimo, Vice President - Operations**



Overview of Progress

Fred Dacimo
Vice President, Operations



Leadership

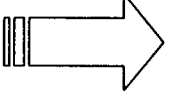
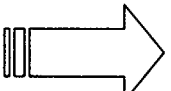
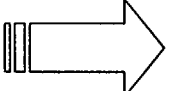
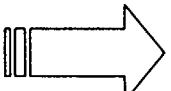
Standards

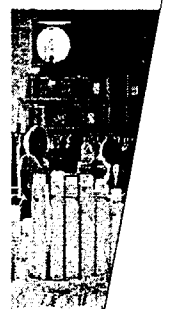
Accountability



Entergy has made progress during the first 100 days of ownership

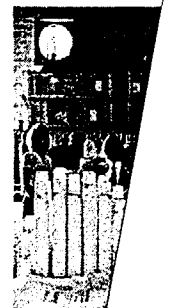
Our First Priorities

-  **Conduct a comprehensive self-assessment – patterned after INPO evaluations**
-  **Execute a mid-cycle outage to improve equipment reliability**
-  **Assess management team performance**
-  **Address security issues**



Self-assessment confirmed our understanding of conditions at IP2

- **Independent, highly qualified team**
 - ❖ **Experts from the nuclear industry**
 - ❖ **Entergy personnel**
- **Confirmed scope and depth of previously identified issues**
- **Improvement plans developed in conjunction with results of pre-sale engineering assessment**

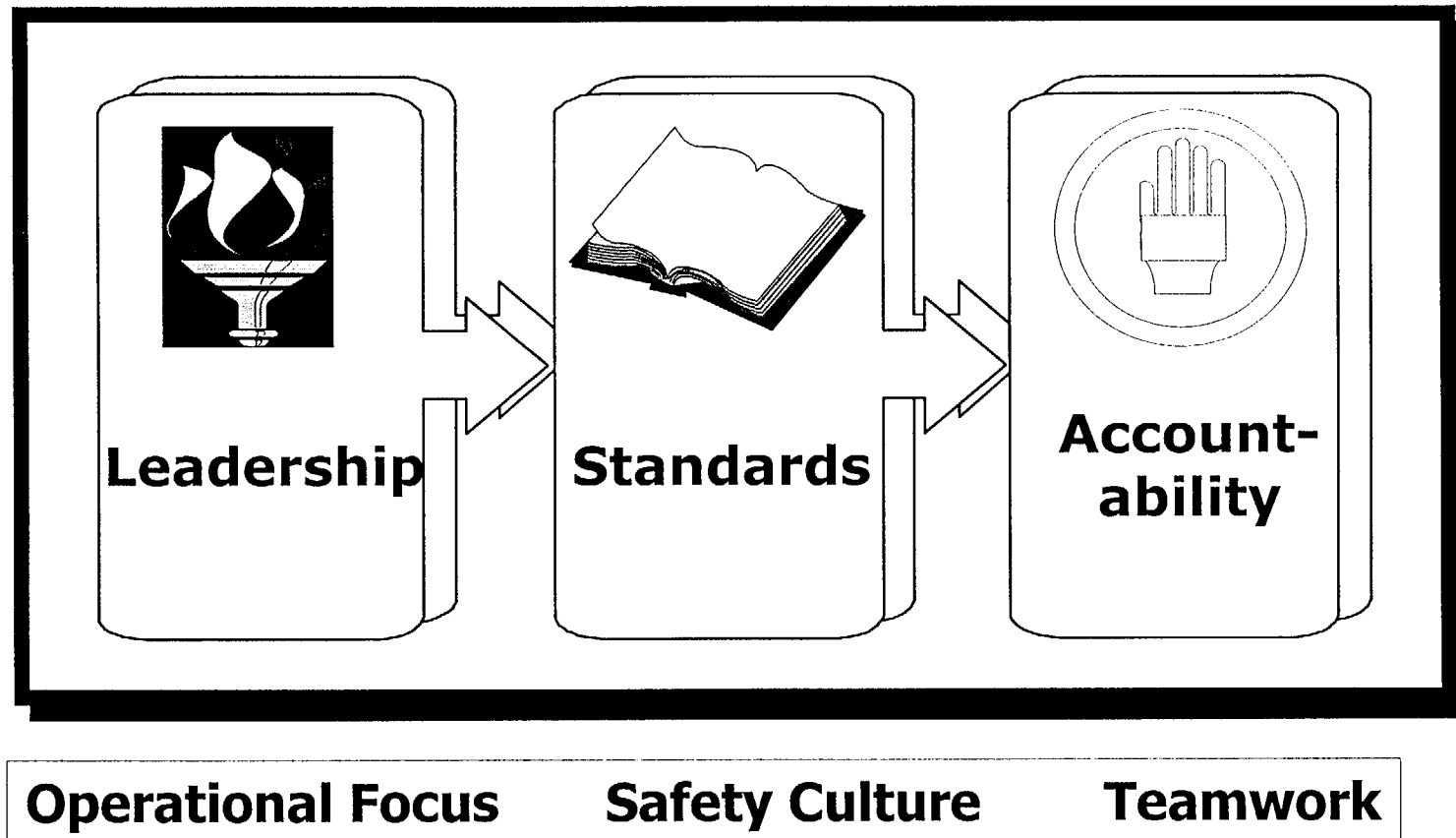


Keys to mid-cycle outage success

- ✓ **Focus on safety**
- ✓ **Detailed preplanning**
- ✓ **Concise, measurable goals**
- ✓ **Clear accountability for results**
- ✓ **Areas for improvement identified**



Management Team Focus



Improvement plan builds on business plan, but goes farther



**Capitalizes on the resources of
ENTERGY**



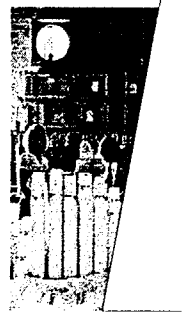
**Focuses on addressing issues from
self-assessments**



**Establishes clear schedule and
progress indicators for each element**

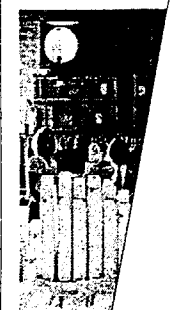


Incorporates accountability tools



Operational Focus

Paul Rubin
Operations Manager



Leadership

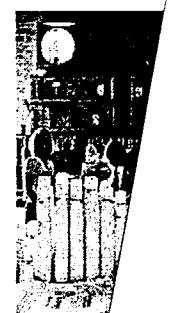
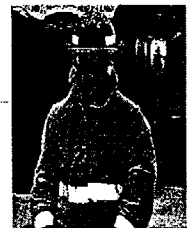
Standards

Accountability

Operations Performance

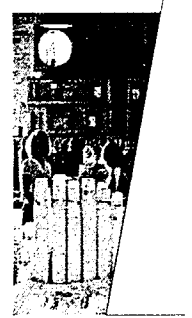
Key focus areas:

- **Safety**
 - **Crew performance**
- **Leadership**
 - **Operational focus**
 - **Standards**
 - **Reactivity management**
- **Operator training**



Crew Performance

- **Assessment**
 - Corporate assessment
 - Monitoring of shut down performance
 - Prior to start up from mid-cycle
 - Management oversight
 - Shift mentors
 - Training evaluation results



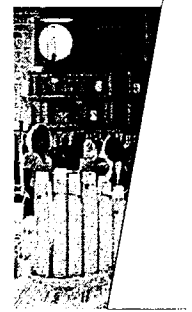
Operational Focus

- ➡ **Rotational assignments**
- ➡ **Equipment reliability**
 - **Rapid response team**
 - **Work control expectation**
 - **Black board**
 - **Shift manager setting priorities**
- ➡ **Leadership alignment**



Reactivity Management

- **Conducted corporate assessment**
- **Strengthen controls for reactivity management**
 - **Pre-job briefs**
 - **Upgraded procedures**
 - **Continuous use of procedures**
 - **Work management**
 - **Training**
 - **Performance Indicator**



Operator Training

1

Line management ownership of training

2

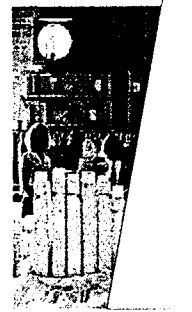
Alignment of standards between the units

3

Quality of instructors

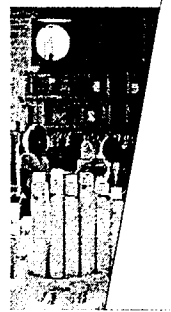
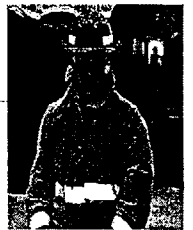
4

Operations Manager involvement in operator training



Plant Performance

**Larry Temple,
General Manager, Operations**



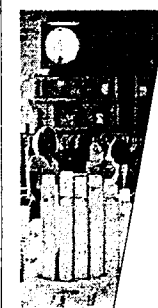
Leadership

Standards

Accountability

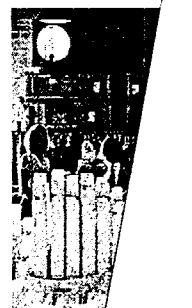
Corrective Action Program

- ☐ **Low threshold**
- ☐ **Self-critical attitude**
- ☐ **Timeliness**
- ☐ **Effectiveness**



Work Management System

- **Work Management is focused**
- **Not satisfied with status**
- **Enhancements being implemented**
- **Material Condition**



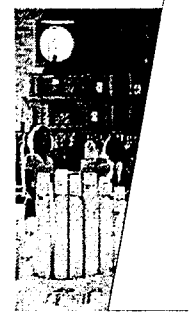
Top Technical Issues

- 1 Replace Pressurizer Relief Valves
Reactivity
- 2 Replace 22 Condenser Expansion Joint
- 3 Replace Control Rod Drive Connector Cable
Control Room Recorders
- 4 Upgrade and Improve Feedwater System
- 5 Improve Gas Turbine Reliability
- 6 Improve Radiation Monitor Reliability



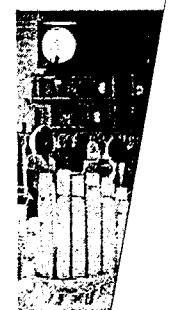
Top Technical Issues (cont'd)

- 7 Repair Degraded Pilot Wire
- 8 Unit 1 North Curtain Drains
- 9 Address Fuel Pool Boraflex Degradation
- 10 Upgrade Fuel Handling Equipment
- 11 Replace Stator Bar H₂ Dryer-Main Generator
- 12 Upgrade Paging System



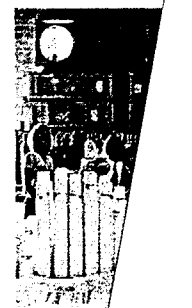
Top Management Issues

- 1 Improve Industrial Safety Performance
- 2 Improve Operational Focus
- 3 Leadership Team Alignment
- 4 Improve Human Performance Program
- 5 Improve Reactivity Management Program
- 6 Improve Equipment Performance



Top Management Issues (cont'd)

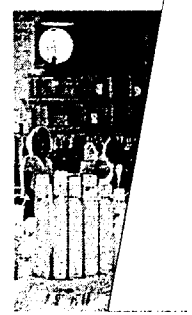
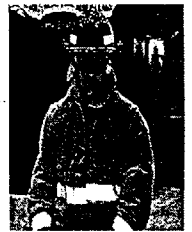
- 7 Improve Work Management System
- 8 Reinforce Line Ownership of Training
- 9 Improve Corrective Action and Self-Assessment Programs
- 10 Support IP2/IP3 Integration
- 11 Build 2002 Business Plan
- 12 Develop Financial Five Year Plan



Entergy is upgrading its human performance program

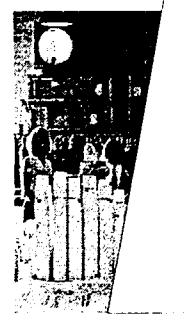
Key areas of focus

- **Industrial safety practices**
- **Standards and expectations**
- **Management field observations**
- **Error rate reduction**



Engineering Initiatives

Geoff Schwartz
Director, Engineering



Leadership

Standards

Accountability

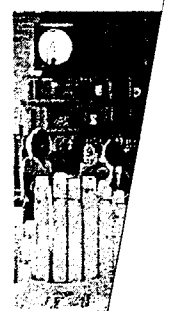
Engineering Issues

- **Design basis and configuration**
- **Equipment performance**
- **Assessments and evaluations**
 - 1 Entergy review prior to plant sale**
 - 2 Site-wide self-assessment**
 - 3 Safety system functional assessments**

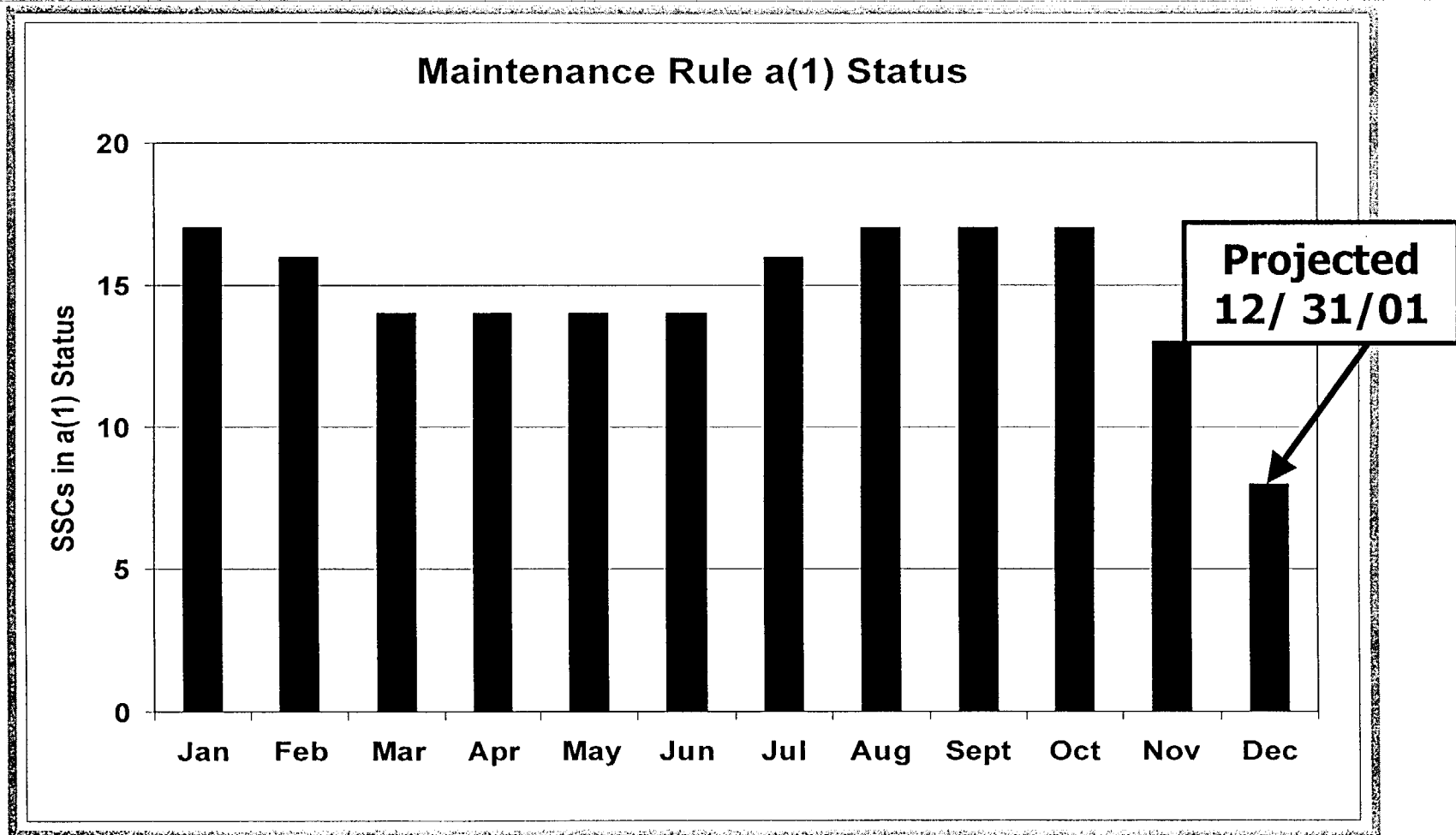


Engineering Status

- **Organization and alignment**
 - Standardization, use of fleet resources
- **Strengthen personnel**
 - Design/licensing basis training
- **Progress on plans**
 - Equipment monitoring and performance
 - Condition identification/resolution
 - Final Safety Analysis Report verification
 - Design Basis Documents
 - Calculation roadmaps

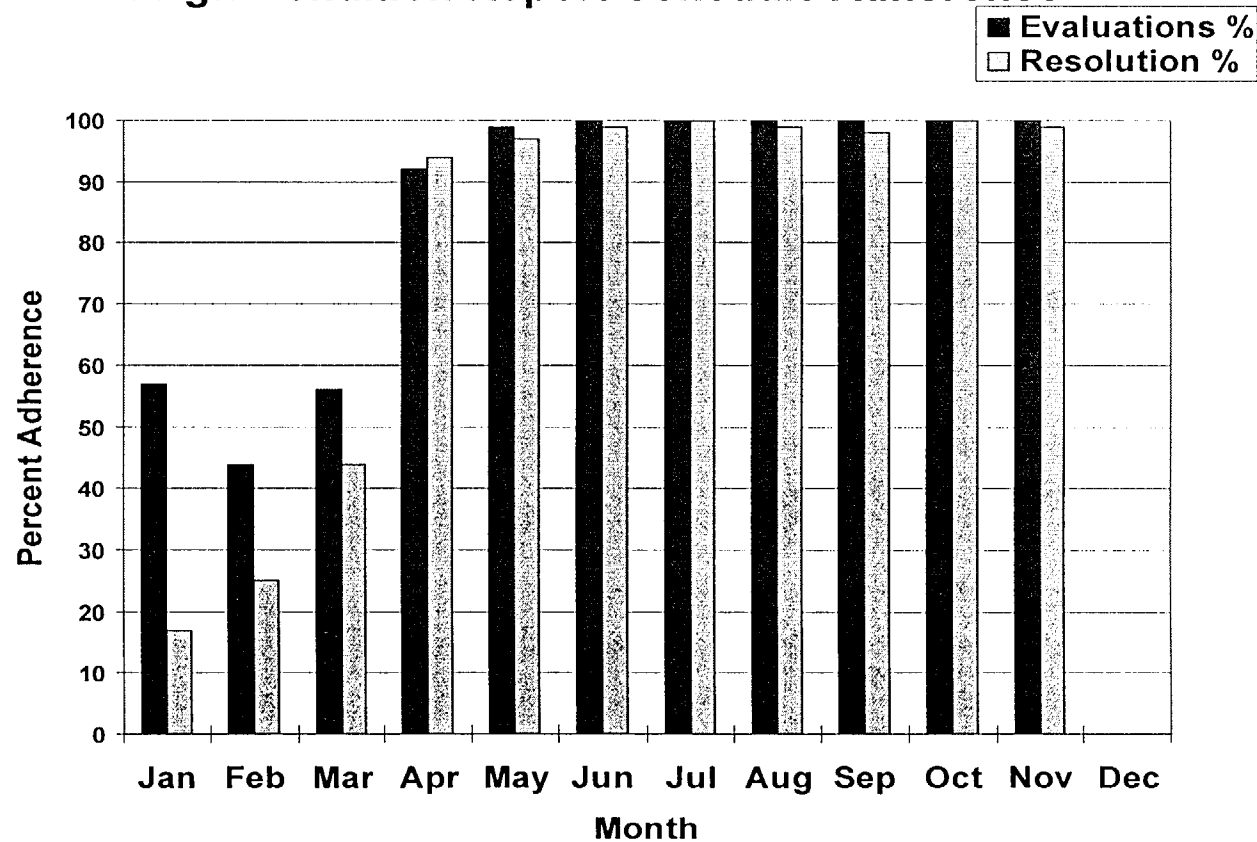


Maintenance Effectiveness

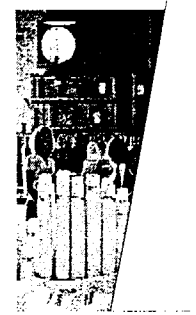
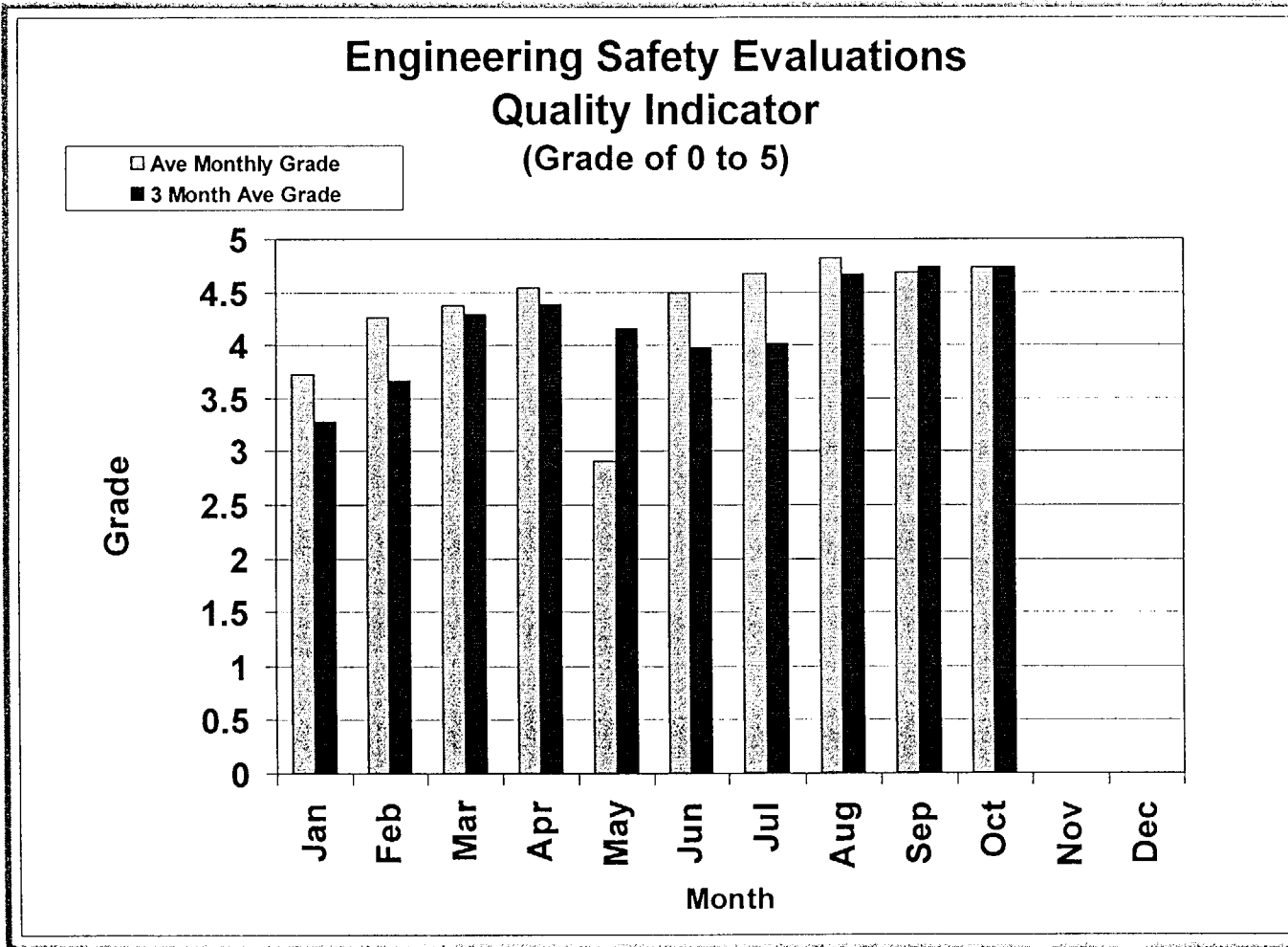


Accountability

Design Condition Report Schedule Adherence

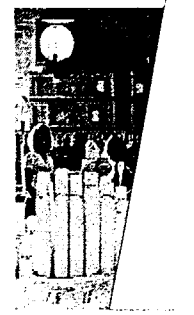


Quality



Design Basis Information Improvement Project

- **Revised plan underway**
- **Built from 2001 Business Plan and assessments**
- **Comprehensive overall project plan**
 - Deliverables better defined and prioritized
 - Clearer picture of end-state
 - Improved project management and controls



Design Information Project

➤ **Process improvements**

➤ **Program improvements**

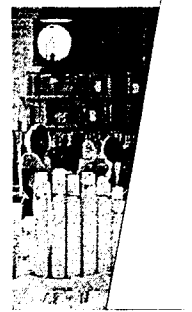
➤ **Backlog reduction**

➤ **Design basis**

➤ **Calculations**

➤ **Drawings**

➤ **Configuration verification**

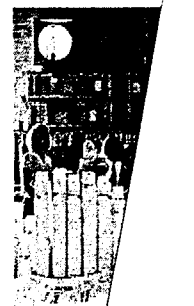


Engineering Summary

✓ **Issues and condition understood**

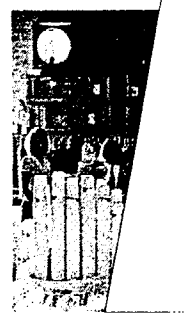
✓ **Progress in 2001**

✓ **Comprehensive, well-defined
plan going forward**



Closing Remarks

Fred Dacimo
Vice president, operations



Leadership

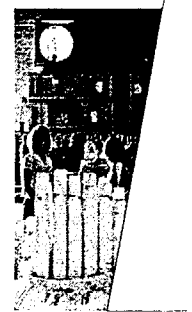
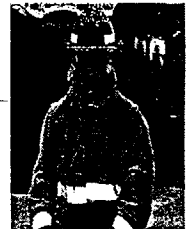
Standards

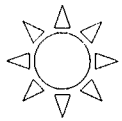
Accountability

Indian Point unit 2 is operating safely and is transitioning forward

- Addressing leadership issues
- Reestablishing standards and operational focus
- Demanding accountability

**Perspectives on
September 11
events and
security at IP2**





Performance Indicators

