

September 13, 1996

Duke Power Company
ATTN: Mr. W. R. McCollum
Site Vice President
Catawba Site
4800 Concord Road
York, SC 29745-9635

SUBJECT: MEETING SUMMARY - CATAWBA NUCLEAR STATION

Dear Mr. McCollum:

This refers to the open Management meeting that was conducted at the Catawba Nuclear Station on September 4, 1996, to discuss the status and results of performance initiatives at Catawba. A list of attendees and a copy of your presentation handout are enclosed.

It is our opinion that this meeting was beneficial. As indicated during the meeting, arrangements for the next performance improvement related meeting, as well as for a meeting to specifically discuss Welding Program Improvements, will be made in the near future.

In accordance with 10 CFR 2.790(a) 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 letter, please contact us.

Sincerely,

Original signed by:

Leonard D. Wert, Acting Chief
Reactor Projects Branch 1
Division of Reactor Projects

Docket Nos. 50-413, 50-414
License Nos. NPF-35, NPF-52

Enclosures: 1. List of Attendees
2. Licensee Presentation Handout

cc w/encs: (See page 2)

9609270201 960913
PDR ADOCK 050C0413
P PDR

Y/
IE 45

cc w/encls:

Mr. M. S. Kitlan
Regulatory Compliance Manager
Duke Power Company
4800 Concord Road
York, SC 29745-9635

Mr. Paul R. Newton
Legal Department (PB05E)
Duke Power Company
422 South Church Street
Charlotte, NC 28242-0001

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

Mr. J. M. McGarry, III, Esq.
Winston and Strawn
1400 L Street, NW
Washington, D. C. 20005

North Carolina MPA-1
Suite 600
P. O. Box 29513
Raleigh, NC 27626-0513

Mr. Max Batavia, Chief
Bureau of Radiological Health
S. C. Department of Health
and Environmental Control
2600 Bull Street
Columbia, SC 29201

Mr. Richard P. Wilson, Esq.
Assistant Attorney General
S. C. Attorney General's Office
P. O. Box 11549
Columbia, SC 29211

Mr. Michael Hirsch
Federal Emergency Management Agency
500 C Street, SW, Room 840
Washington, D. C. 20472

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

cc w/encls cont'd:

North Carolina Electric
Membership Corporation
P. O. Box 27306
Raleigh, NC 27611

Karen E. Long
Assistant Attorney General
N. C. Department of Justice
P. O. Box 629
Raleigh, NC 27602

Saluda River Electric
Cooperative, Inc.
P. O. Box 929
Laurens, SC 29360

Peter R. Harden IV
Account Sales Manager
Power Systems Field Sales
Westinghouse Electric Corporation
P. O. Box 7288
Charlotte, NC 28241

County Manager of York County
York County Courthouse
York, SC 29745

Piedmont Municipal Power Agency
121 Village Drive
Greer, SC 29651

Mr. G. A. Copp
Licensing - EC050
Duke Power Company
P. O. Box 1006
Charlotte, NC 28201-1006

Mr. T. Richard Puryear
Owners Group
North Carolina Electric
Membership Corporation
4800 Concord Road
York, SC 29745

Distribution w/encls:

P. S. Tam, NRR
R. E. Carroll, RII
R. V. Crlenjak, RII
G. A. Hallstrom, RII
PUBLIC

NRC Resident Inspector
Nuclear Regulatory Commission
4830 Concord Road
York, SC 29745

SEND TO PUBLIC DOCUMENT ROOM?		YES	NO				
OFFICE	RII:DRP						
SIGNATURE	<i>L. West</i>						
NAME	R. Carroll						
DATE	09 / 13 / 96	09 / / 96	09 / / 96	09 / / 96	09 / / 96	09 / / 96	09 / / 96
COPY?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	YES <input type="checkbox"/> NO <input type="checkbox"/>	YES <input type="checkbox"/> NO <input type="checkbox"/>	YES <input type="checkbox"/> NO <input type="checkbox"/>	YES <input type="checkbox"/> NO <input type="checkbox"/>	YES <input type="checkbox"/> NO <input type="checkbox"/>	YES <input type="checkbox"/> NO <input type="checkbox"/>

OFFICIAL RECORD COPY

DOCUMENT NAME: G:\MTGSUM94.CAT

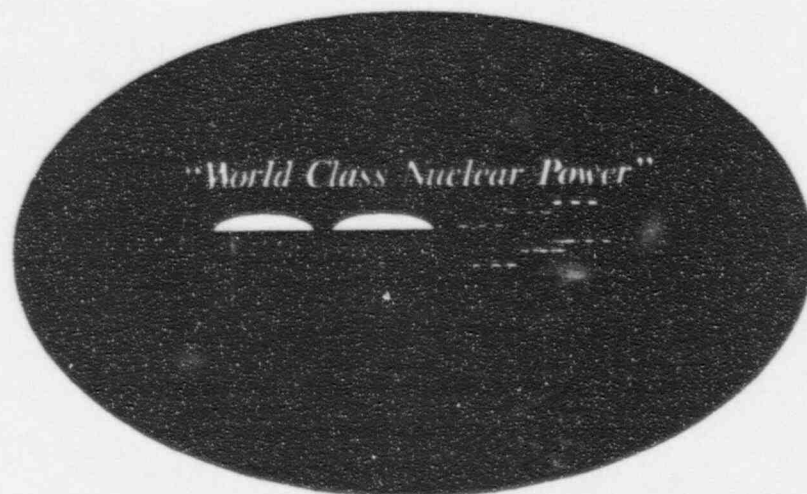
LIST OF ATTENDEES

NUCLEAR REGULATORY COMMISSION ATTENDEES:

S. Ebnetter, Regional Administrator, Region II (RII)
L. Wert, Chief, Branch 1, Division of Reactor Projects (DRP), RII
H. Berkow, Director, Project Directorate II-2, Nuclear Reactor Regulation (NRR)
R. Freudenberger, Senior Resident Inspector, Catawba, RII
P. Tam, Project Manager, Project Directorate II-2, NRR

DUKE POWER COMPANY (DPC) (ATTENDEES:

M. Tuckman, Senior Vice President, Nuclear Generation Department, DPC
W. McCollum, Site Vice President, Catawba Nuclear Station (CNS)
G. Peterson, Station Manager, CNS
J. Forbes, Engineering Manager, CNS
M. Patrick, Safety Assurance Manager, CNS
M. Kitlan, Regulatory Compliance Manager, CNS
J. Lowery, Regulatory Compliance, CNS
J. Troutman, Associate Engineer, North Carolina Municipal Power Agency
Number 1
T. Puryear, Owners Group, North Carolina Electric Membership Corporation



CATAWBA NUCLEAR STATION

PERFORMANCE UPDATE

SEPTEMBER 4, 1996



CATAWBA NUCLEAR STATION PERFORMANCE UPDATE SEPTEMBER 4, 1996

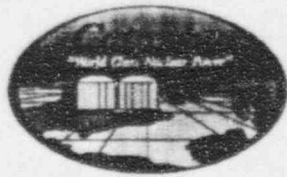
- | | |
|--|---------------|
| I. Unit 1 Steam Generator Replacement Refueling Outage | Gary Peterson |
| II. Unit 2 Operational Performance | Gary Peterson |
| III. Site Performance Measures & Focus | Bill McCollum |
| IV. Wrap-Up & Look Ahead | Bill McCollum |



I. UNIT 1 STEAM GENERATOR REPLACEMENT REFUELING OUTAGE

Catawba 100 Day Outage Formula for Success

- ⇒ Clear Management Focus On Nuclear Safety
- ⇒ Fully Integrated Outage Plan
- ⇒ Strong Project Management
- ⇒ Teamwork
- ⇒ Communications



I. UNIT 1 STEAM GENERATOR REPLACEMENT REFUELING OUTAGE

Clear Management Focus On Nuclear Safety

- High Standards
- Implementation Of Modifications To Improve Safety
- Planning, Scheduling & Execution Enhancements
- Resolution Of Equipment Issues
- Minimizing Radiation Exposure



I. UNIT 1 STEAM GENERATOR REPLACEMENT REFUELING OUTAGE

Fully Integrated Outage Plan

- Project Interface Group
- Clear Linkage Of Goals
- Daily Meetings



I. UNIT 1 STEAM GENERATOR REPLACEMENT REFUELING OUTAGE

Strong Project Management

- Project Teams
- Strong "Integrators"
- Ownership



I. UNIT 1 STEAM GENERATOR REPLACEMENT REFUELING OUTAGE

Teamwork

- Station / SGRP Teamwork
 - ⇒ ALARA
 - ⇒ Rad Waste Generation
- Station OAC Replacement
- Electrical System Support (ESS)
Integration



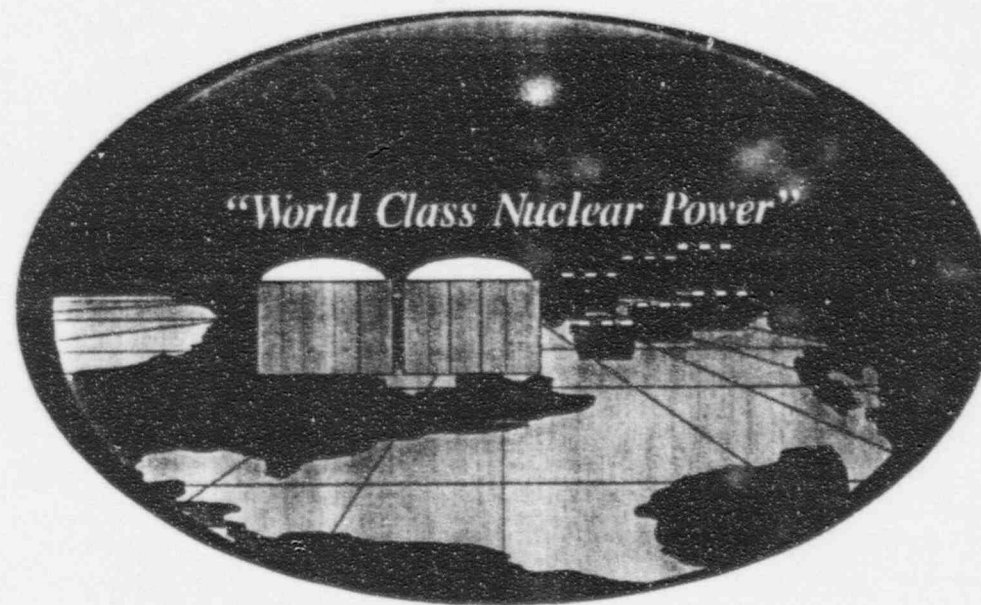
I. UNIT 1 STEAM GENERATOR REPLACEMENT REFUELING OUTAGE

Communications

- "One Team" Messages
- Multi-Level Kickoff Meetings
- "Overcommunicate" Status
- "Going For The Goals" Rally
- Site-Wide Recognition



I. UNIT 1 STEAM GENERATOR REPLACEMENT REFUELING OUTAGE



CATAWBA 100 DAY OUTAGE VIDEO



I. UNIT 1 STEAM GENERATOR REPLACEMENT REFUELING OUTAGE

Outage Goals	Min	Target	Max	Actual ¹
Recordable Injuries ²	6	3	0	5
SGRP	5	3	2	4
Nuclear Events	1	0	0	0
Radiation Dose ² (rem)	116	110	105	84.5
SGRP	318	303	288	157.1
O&M Cost ² (\$M)	21.9	20.8	19.7	15
Solid Radwaste ² (cu ft)	6,600	6,000	5,700	2,672
SGRP	14,100	12,800	12,200	2,227

¹As of 9/3/96

² Non-SGRP



I. UNIT 1 STEAM GENERATOR REPLACEMENT REFUELING OUTAGE

Outage Successes

- U. S Dose Record (For Dose / SG)
- Nuclear Events
- Environmental - Solid Radwaste
- Heavy Lifting



I. UNIT 1 STEAM GENERATOR REPLACEMENT REFUELING OUTAGE

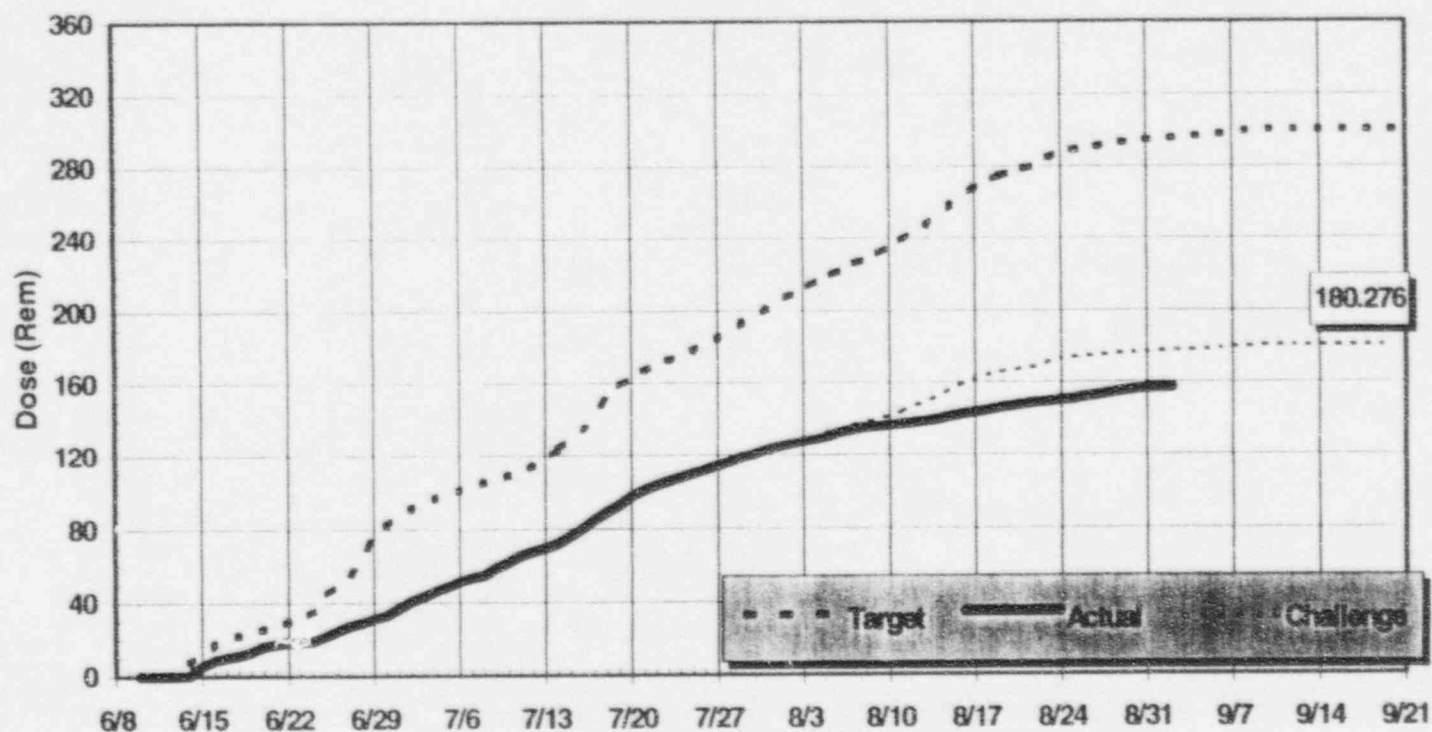
Outage Successes

- U. S. Dose Record (For Dose / SG)
- Nuclear Events
- Environmental - Solid Radwaste
- Heavy Lifting
- Successful NRC Chairman Visit!



I. UNIT 1 STEAM GENERATOR REPLACEMENT REFUELING OUTAGE

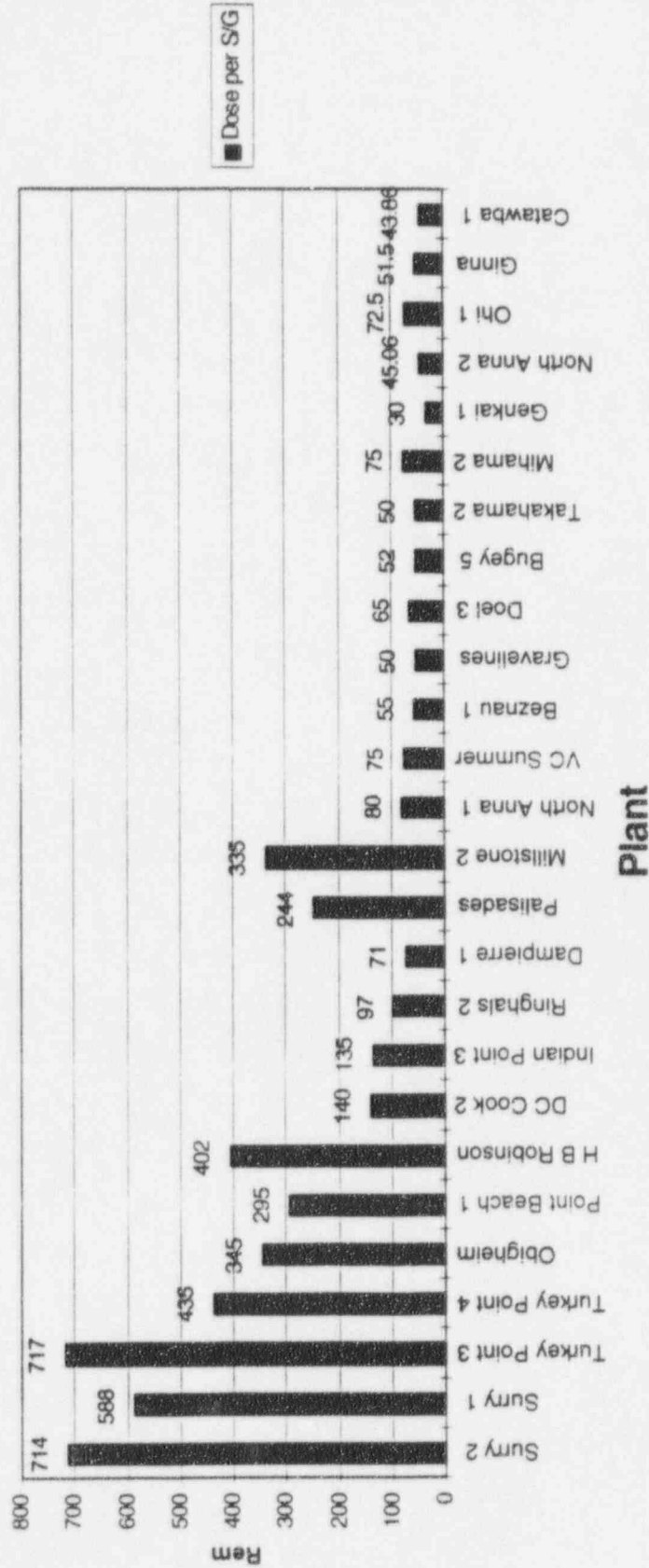
SGRP DOSE





I. UNIT 1 STEAM GENERATOR REPLACEMENT REFUELING OUTAGE

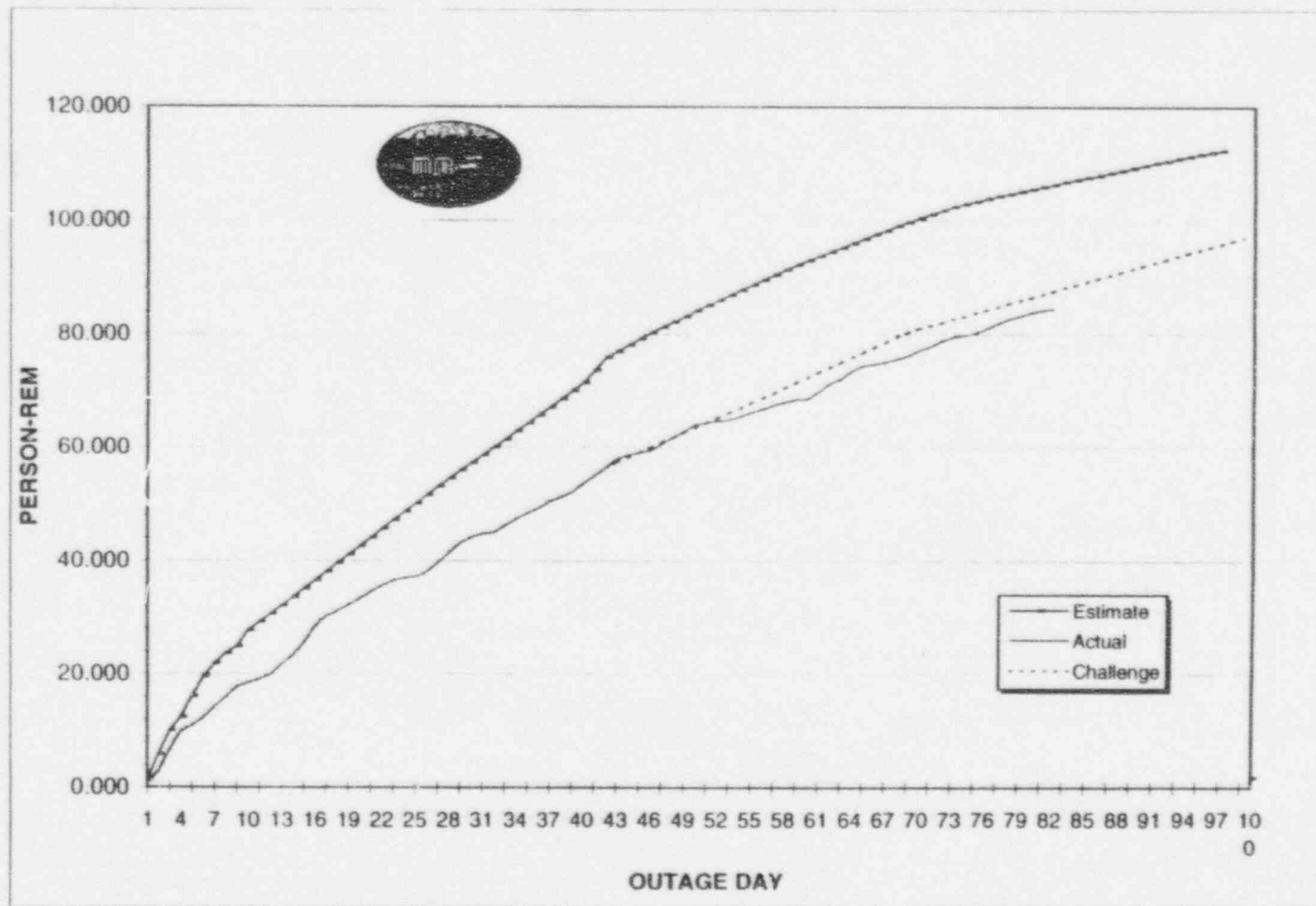
Comparison Of Exposure Per S/G Replaced For All World-Wide Previous
SCRPs





I. UNIT 1 STEAM GENERATOR REPLACEMENT REFUELING OUTAGE

OUTAGE DOSE





UNIT 1 STEAM GENERATOR REPLACEMENT REFUELING OUTAGE

NUCLEAR EVENT DEFINITIONS

NRC Plant Performance Indicator Events

- Auto Scrams
- Significant Events
- Safety System Failures
- Safety System Actuations
- Personnel LERs

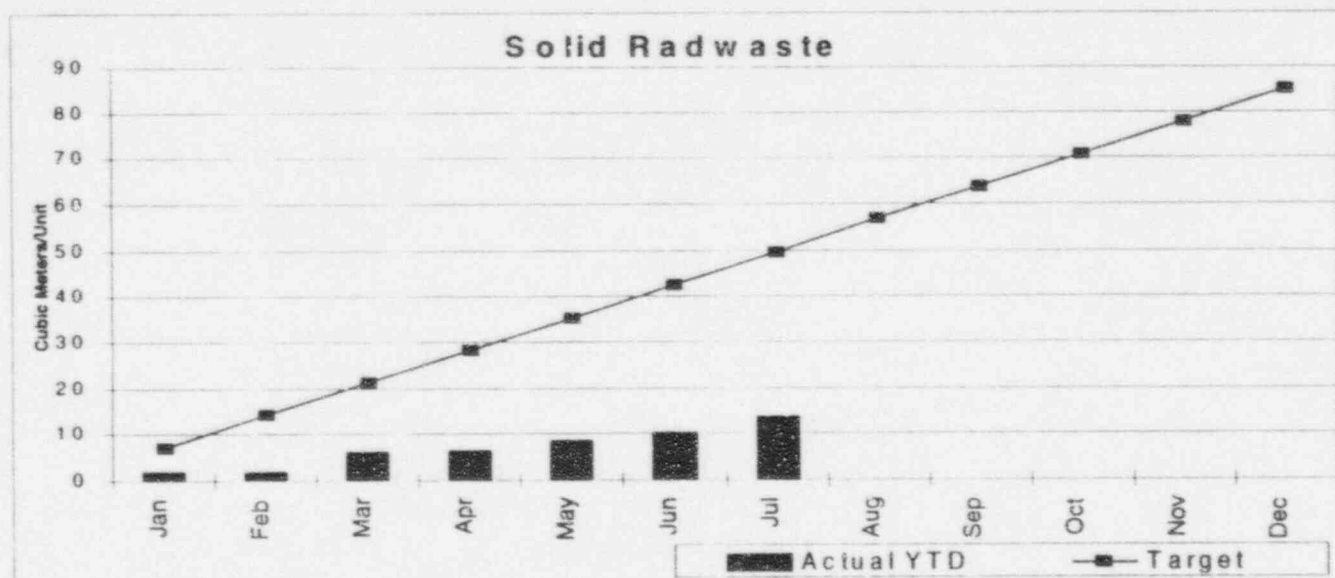
Other Nuclear Events

- Precursor Events
- Significant Shutdown Events
- INPO Significant Events

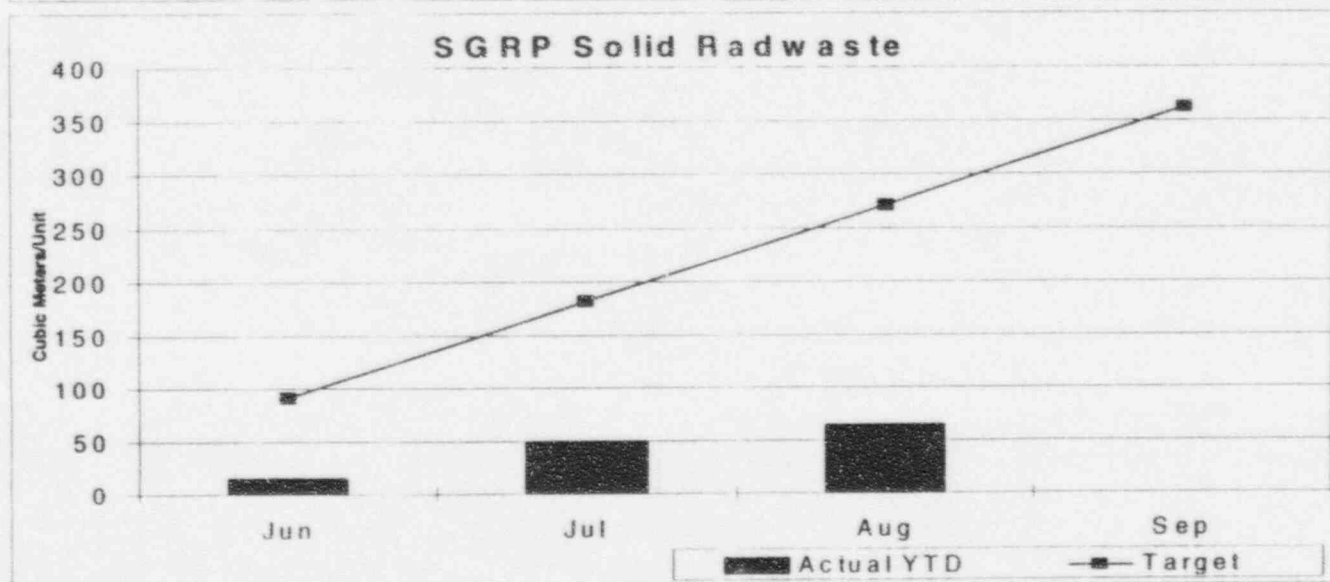
ZERO CATAWBA OUTAGE-RELATED NUCLEAR EVENTS



UNIT 1 STEAM GENERATOR REPLACEMENT REFUELING OUTAGE



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UNIT 1 STEAM GENERATOR REPLACEMENT REFUELING OUTAGE

**NO SAFETY INCIDENTS RELATED TO HEAVY
LIFTING**



I. UNIT 1 STEAM GENERATOR REPLACEMENT REFUELING OUTAGE

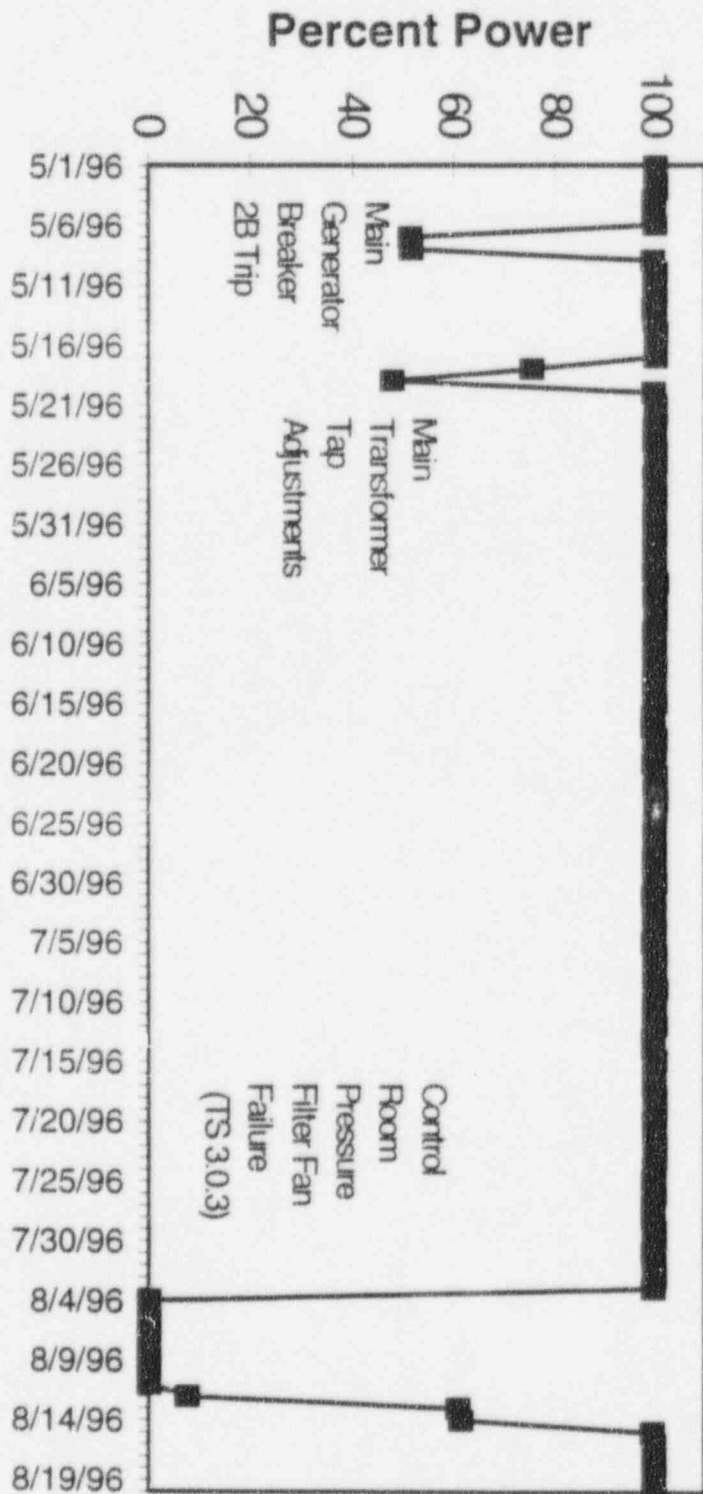
Outage Challenges

- Secondary-Side Welding
- Unit 2 Forced Outage
- Loss Of Residual Heat
Removal Pump 1A



II. UNIT 2 OPERATIONAL PERFORMANCE

UNIT 2 POWER HISTORY





II. UNIT 2 OPERATIONAL PERFORMANCE

Unit 2 Forced Outage - August 2, 1996

- Control Room Ventilation System Train 'A' Fan Motor Failure
- Entered T/S 3.0.3 Due To Both Trains Of Control Room Ventilation System Inoperable (Train 'B' Previously Taken Out-Of-Service For Nuclear Service Water Maintenance)
- Outstanding Operator Performance
- FIP (Failure Investigation Process) Initiated To Investigate Fan Failure
- Motor Failures Recognized As A Challenge



II. UNIT 2 OPERATIONAL PERFORMANCE

Unit 2 NRC Bulletin 96-01 Rod Drop Testing

- Completed Unit 2 Rod Drop Time / Recoil Testing On August 11, 1996
- Test Results Demonstrated Acceptable Performance
- Test Results Will Be Submitted To NRC To Meet The 30 Day Requirement



II. UNIT 2 OPERATIONAL PERFORMANCE

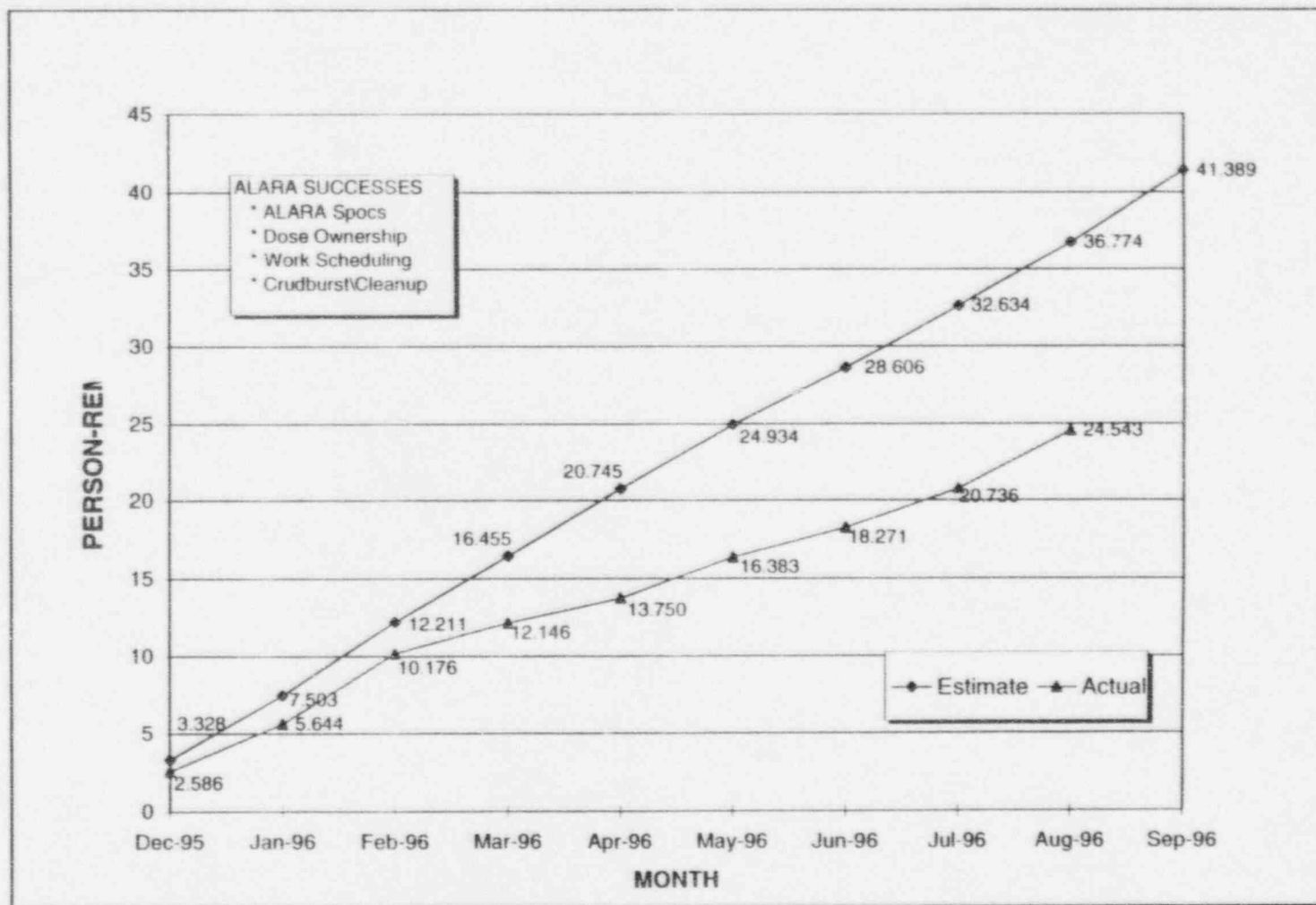
Unit Two Innage Successes During Unit One 100 Day Outage

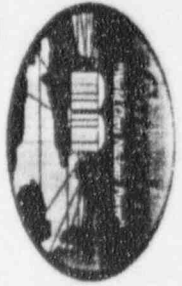
- Low Dose
- Maintenance Of Non-Outage Work Order Backlog



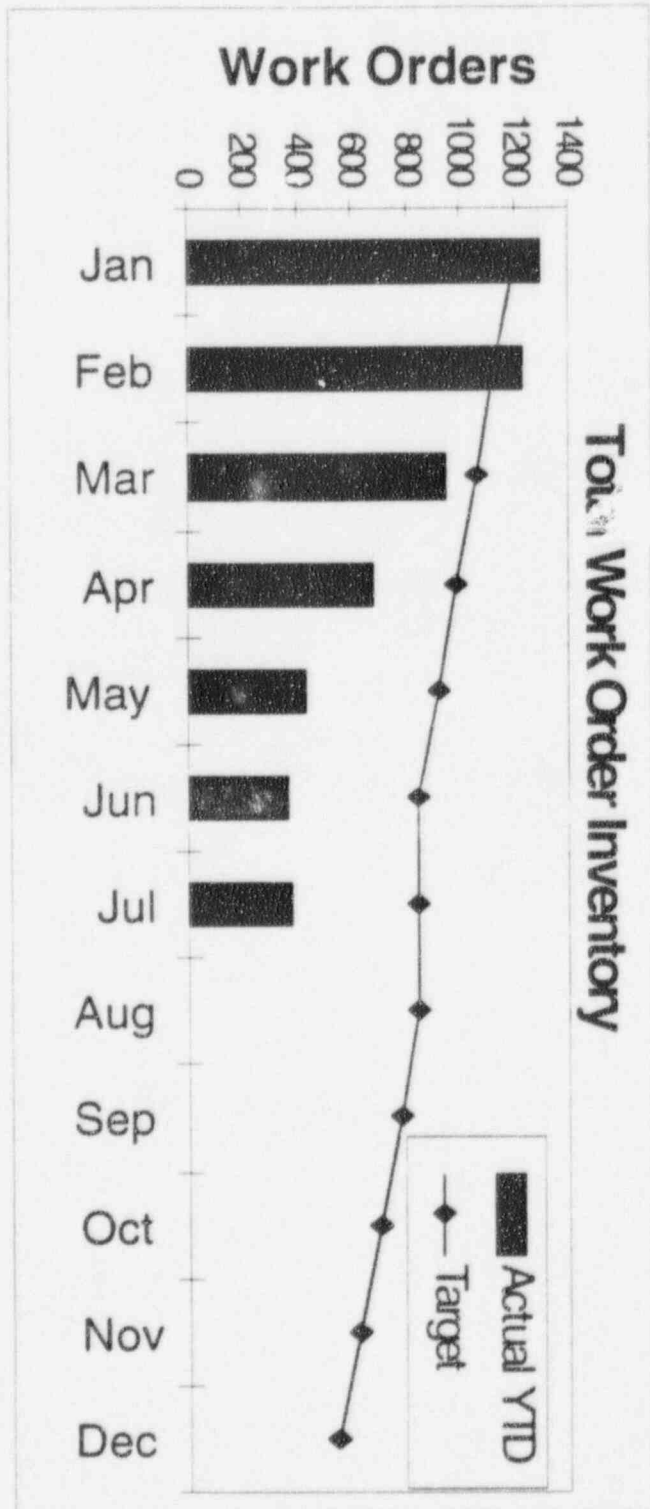
II. UNIT 2 OPERATIONAL PERFORMANCE

INNAGE DOSE





II. UNIT 2 OPERATIONAL PERFORMANCE





III. SITE PERFORMANCE MEASURES & FOCUS

Vision - "To Be World Class"

- * Non-Fuel Production Cost in Top Ten
- * Capacity Factor in Top Quartile
- * INPO Rating in Top Quartile
- * NRC SALP Score in Top Quartile
- * Zero Reportable Injuries
- * Zero Reportable Environmental Incidents

Catawba Performance Measures

July, 1996

Team Effectiveness

EMPLOYEE INJURIES	PERSONNEL EXPOSURE	EMPLOYEE EFFECTIVENESS
5.0	4.0	4.7

Operating Excellence - Nuclear System

GENERATION (EFFECTIVE FULL POWER DAYS)	OUTAGE TARGETS	NUCLEAR SYSTEM EVENTS	PERFORMANCE INDICATOR INDEX	INPO RATING	SALP SCORE
5.0	4.0	4.7	4.7	4.7	4.7

Operating Excellence - Cost Control

NON-FUEL O&M BUDGET	MARKET BASED NON-FUEL O&M BUDGET	FUEL COST	NON-MAJOR CAPITAL SPENDING	201's COMPLETED WITHIN ESTIMATE	S/G REPLACEMENT COST
5.0	4.0	4.7	4.7	4.7	4.7

Stewardship

REPORTABLE ENVIRONMENTAL INCIDENTS	SOLID RADWASTE	RADIATION RELEASE INDEX	PAR/CIS SURVEY
4.0	4.0	4.7	4.7

Site Focus

HUMAN PERFORMANCE	WORK ENVIRONMENT	SELF ASSESSMENT	PROCESS PERFORMANCE
5.1	5.2	5.3	5.4

OPERATIONAL FOCUS	SYSTEM RELIABILITY	COST CONTROL
5.5	5.6	5.7

KEY

- Red - Not Meeting Expectations
- Yellow - Improvement Needed
- Green - Meeting Expectations
- White - Currently Unreported

Quarterly YTD Status

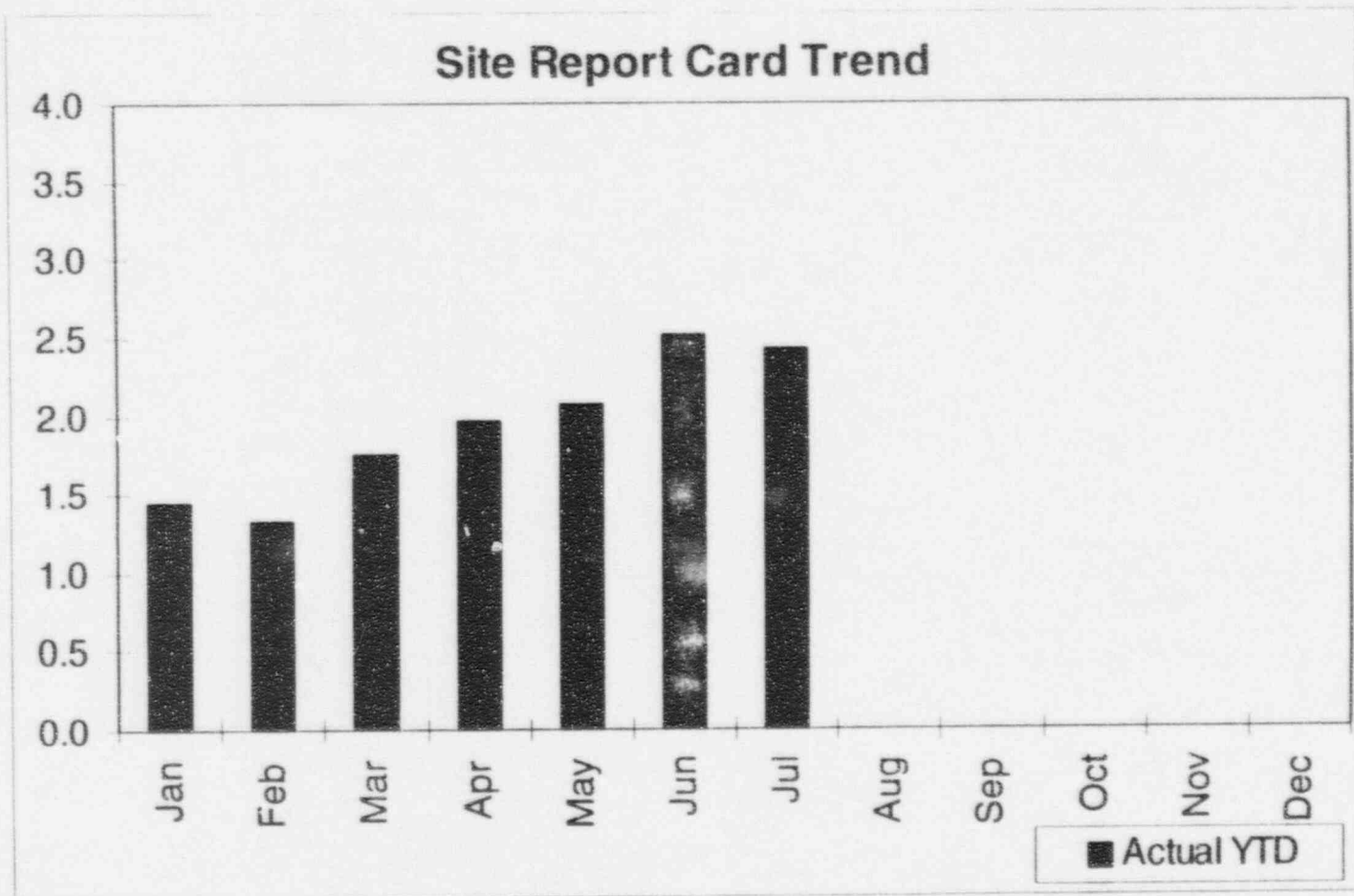
2Q 95	3Q 95	4Q 95	1Q 96
95	95	95	95

Current YTD Status

\$ Represents Site Incentive Goal



III. SITE PERFORMANCE MEASURES & FOCUS







III. SITE PERFORMANCE MEASURES & FOCUS

Catawba Site Focus Issues Annunciator Panel - July 1996

NGD Expect.	Site Focus Issues	Measures							
	Human Perform. (Peterson) (5-1)	HP Action Plan Status (Kudalis)	Quality of RCA (Kimball)	Pre-Job Briefs/Field Observ. (Kudalis)	Maint. Rework (Harrall)	Component Misps. & Events (Kimball)	# LEIs HP Related (Kimball)	# NRC Violations HP Related (Kimball)	
	Work Environ. (Emmons) (5-2)	WEI Action Plan Status (Kudalis)	Quality of Leadership (Kudalis)	Commun. Effective. - Cummings	Training Effective (Addis)	Site Goals Perform. (Weber)			
	Self Assess. (Patrick) (5-3)	% Group Assessment Pms. Comp. (Kimball)	% Mgmt. Observ. Completed (Kimball)	# Internal Oversight Rmps. Est. (Kimball)	# SRG Observ. Completed (Kimball)				
	Process Perform. (Harrall) (5-4)	Total W/O Inventory (Harrall)	W/O Backlog > 180 days (Harrall)	# Open PIPs (Patrick)	# Overdue PIP Acts (Patrick)	# PIPs > 6 Months Old (Patrick)	# Root Causes Performed (Patrick)		
	Operatl. Focus: Dismantl. (5-5)	Scheduling Efficiency (Smith)	Work Arounds (Green)	Reactivity Events (Bridshaw)					
Operating Excellence Nuclear	System Reliability (Crawford) (5-6)	Top Equip. Problem Resolution (Glover)	# Temp. Mods. (Boyd)	Mod. Effective. (Boyd)	Safety Sys. Unavail. (Crawford)	Failure & Trnding Perform. (Glover)	# Mnt. Rate Sys. on At. List. (Crawford)		
Operating Excellence Cost	Cost Control (Weber) (5-7)	Labor Costs (Setser)	L-SS Support Costs (Setser)	Non-Labor Costs (Setser)	Allocations Chargebks (Setser)	Inventory Index (Caulder)	Est. (Setser)	O&M Pft. Rating (Setser)	

Quarterly YTD
Status----->
Current YTD
Status----->
Owner----->
Page #----->

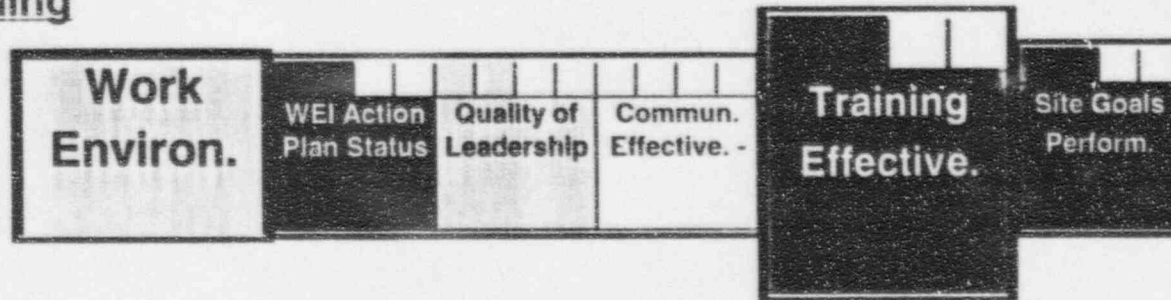
1q 2q 3q 4q
Measure
(O.W.N.E.R.)
P.C.

Red  Not meeting expectations
Yellow  Improvement Needed
Green  Meeting Expectations
White  Currently Unreported



III. SITE PERFORMANCE MEASURES & FOCUS

Training

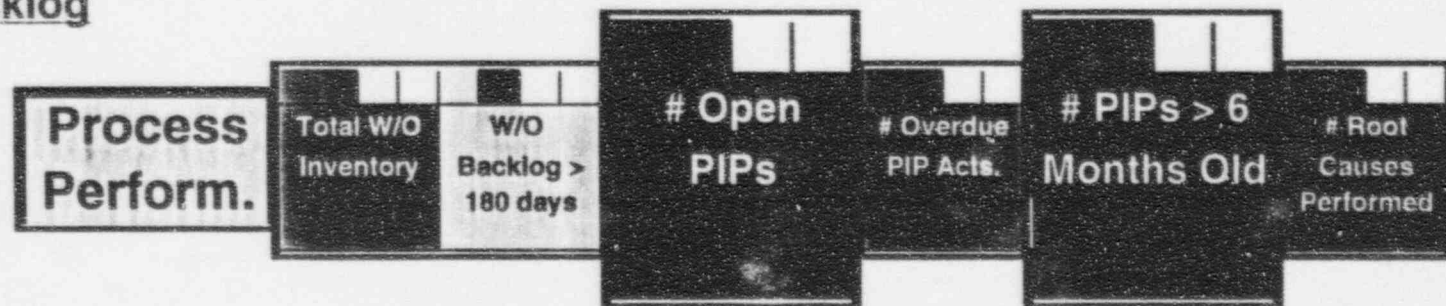


- 100% Operator Hot License Exams Pass Rate
- Management Changes
- Training Linked To Improved Human Performance



III. SITE PERFORMANCE MEASURES & FOCUS

Backlog

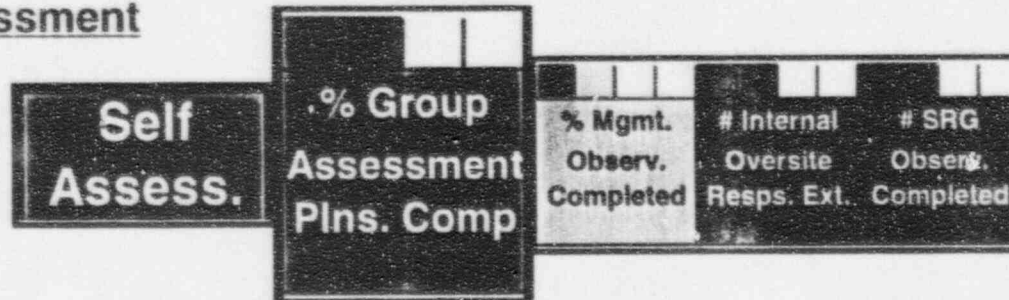


- Low Threshold Of Problem Reporting
- Improved Trending And Analysis



III. SITE PERFORMANCE MEASURES & FOCUS

Assessment



- On-Going Group Assessments On Track To Complete 215 Assessments By The End Of The 1996
- Significant Self Assessments Completed Since Last Performance Update



III. SITE PERFORMANCE MEASURES & FOCUS

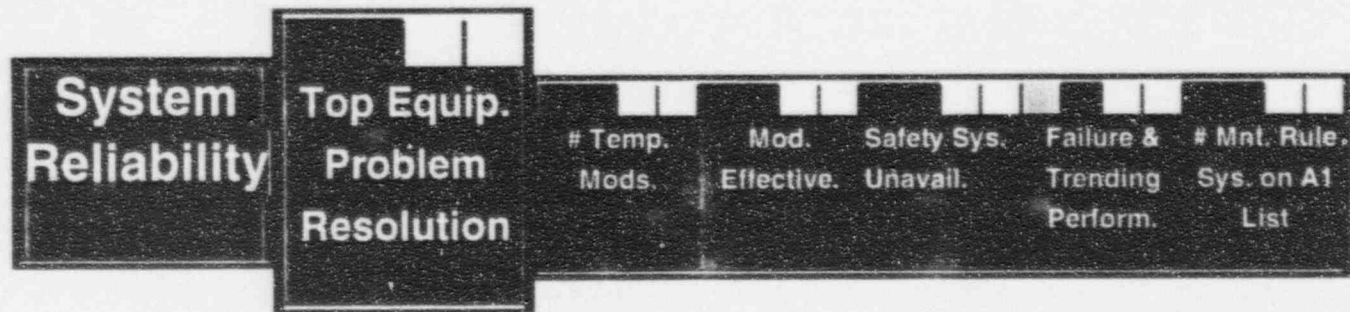
SIGNIFICANT SELF ASSESSMENTS COMPLETED SINCE MAY 7, 1996

- System Reliability
- Reactivity Management
- QA / QC Service Assessment
- SGRP Assessment
- Management Assessment Of Training
- OEP Effectiveness Assessment
- Radiation Worker Awareness
- 1995 Scaffold Audit Program Effectiveness
- Plant Operations PIP Trending
- Effectiveness Of Comp. Action Program
- EDG Fuel Oil Make-up Requirements
- QV Consolidated Performance Audit
- Plant Operations Qualification Assessment
- Eng. Documentation Of Test Activities
- Eng. Understanding Of Installation Specs
- RP Survey Of Documentation Practices
- Self Assessment Implementation
- Welding Assessment
- Unit 2 Forced Shutdown Evolution Assess.
- Contamination & Dose Assessment
- Inspection Of Electrical Enclosures
- Eng. Quality Of Trending & Monitoring



III. SITE PERFORMANCE MEASURES & FOCUS

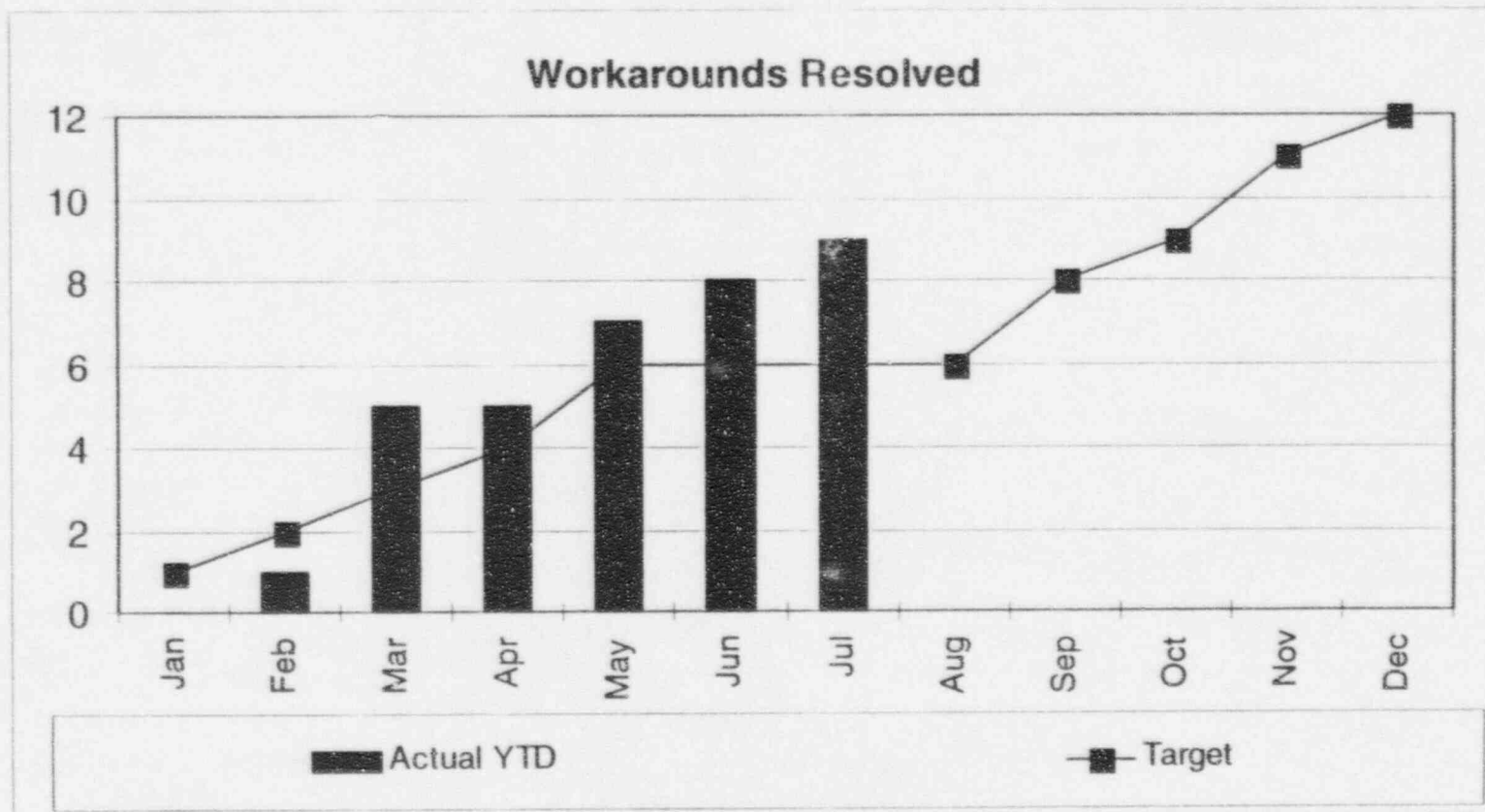
Equipment Resolution



- System Reliability
- TEPR (Top Equipment Problem Resolution)

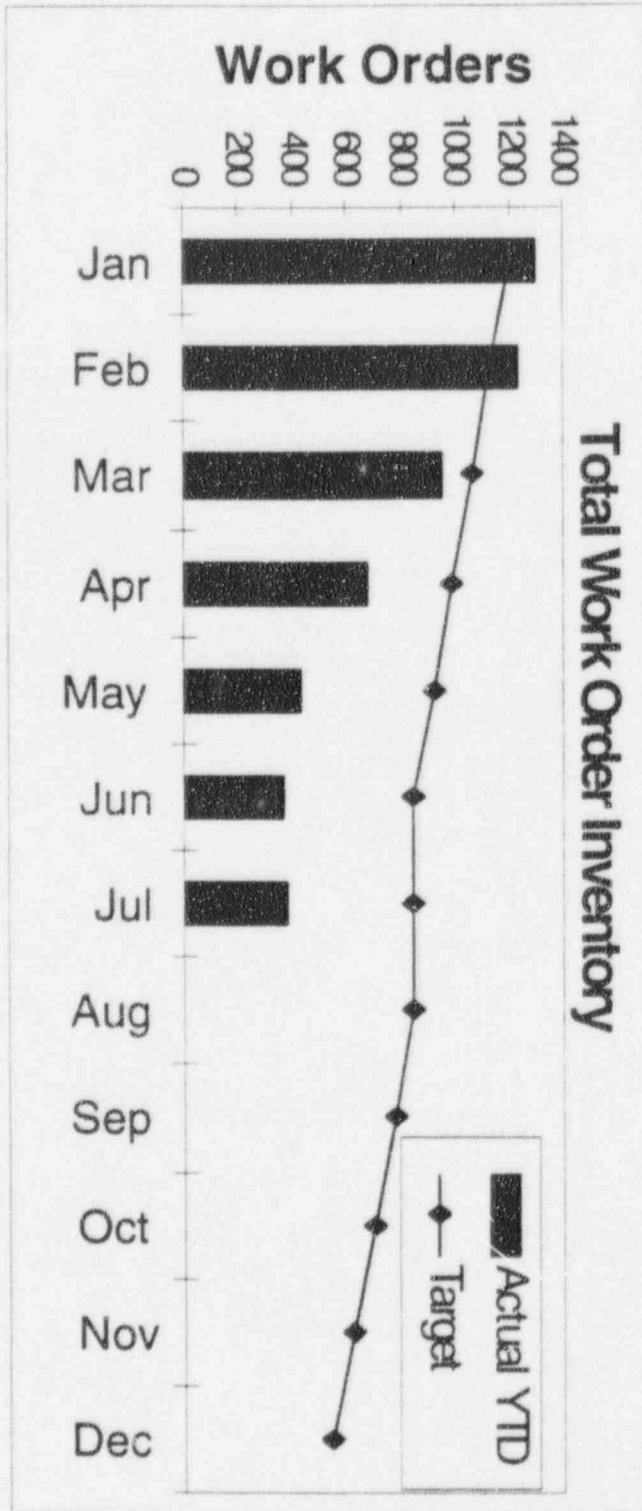


III. SITE PERFORMANCE MEASURES & FOCUS





III. SITE PERFORMANCE MEASURES & FOCUS





IV. CATAWBA PERFORMANCE UPDATE - WRAP-UP

- Progress In Key Focus Areas
- Management Focus On Nuclear Safety
- Building Self Improvement Culture
 - ⇒ Aggressive Self Assessments To Drive Performance
 - ⇒ External Benchmarking To Set Standards
- Teamwork



IV. CATAWBA PERFORMANCE UPDATE - LOOK AHEAD

- Unit 1 Start-Up & Testing
- INPO Evaluation & Assistance Visit
- Unit 2 Outage
- Pre-INPO Assessment
- OSRE
- Maintenance Rule Implementation
- Hanford Contract Personnel Changes At Catawba