The Reminiscences of Courtney Glenn

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Q: This is Michael Conrad with the Indian Point Heritage Project. I'm here with Coutney Glenn in Beacon, NY on November 24, 2020. My first question: If you could say your name and spell it please?

Glenn: My name is Courtney Glenn, that's C-O-U-R-T-N-E-Y, last name, G-L-E-N-N.

Q: Can you tell us a bit about your family, your childhood, where you were born and when?

Glenn: So, I was born in 1990, February 10th on a lovely Saturday evening. [Laughs] I was born in Bronxville, New York at the Lawrence Hospital, but most of my childhood I was raised in Yonkers, New York. I've always lived in Westchester County, I lived in White Plains, New Rochelle, Yonkers, Sleepy Hollow, so I knew Westchester basically like the back of my hand. It's mostly been my mother, my sister, and myself for most of it, as we got older, just my mother and myself, there were times I spent with my grandmother. But it was just a small family, I did have cousins and grandparents but most of them lived on the other side of the Atlantic, in London, so I didn't get to see them much. But I really liked my small family that I had because it made things a lot simpler and we were really close knit. [Pause] So, my mother and father, my mother, she actually, she moved to the United States when she was sixteen, she graduated from Fordham University in the Bronx with a bachelor's degree in social work and she continued her

education and got her master's degree in social work and she's been doing that ever since. My father started in the Navy and before I was born, he started working for the Yonkers's fire department and he did that until the last days of his life.

Q: Let's talk a bit about your education for primary and secondary school, were there particular subjects that interested you or anything that prepared you for your future career?

Glenn: So I always liked going to school when I was younger, especially in elementary school, they just always made it fun, the reading, the writing, the just making friends. But when I was in third grade, that's when I started doing mathematics at a higher level than my other classmates, so I noticed in third grade that's when I was doing fourth grade math and that's when I knew math was my thing. And that carried through middle school, it carried through high school, and when I was in high school I just enjoyed going to pre-calculus, my calculus class, I ended up becoming a tutor in high school for calculus because it was just something that I picked up really well. And I knew I wanted to do something with math, so I decided to push through with that and do a little research and say, "Hey, what careers deal with math?" And my eyes just got directed towards engineering.

Q: And what college did you go to?

Glenn: So at first, I went to New York University, it was the polytechnic university at NYU. I started there right after high school because I had gotten a form in the mail for this engineering school, "we'll waive the fee," you know, eyes open, take a tour, yeah, this is a school I want to go to. And I ended up going there for about two years and they weren't with NYU when I first went, so they merged with NYU and tuition's going up because NYU's a great school, and I

didn't have the money to go to an NYU school, so I finished that two years and I took a break. I started at that school as a computer engineer, because I was like "I love computers, I love math, I'm going to be a computer engineer." After my first semester, I was doing a general engineering course and I ended up changing my major to mechanical engineering my second semester. So, mechanical was the way to go, it was everything I wanted; I wanted to work with my hands, I wanted to use my brain. So, after I took my five-year break, I decided I wanted to go back to school and I did research — because nobody taught me how to research schools when I was high school, so when I got that paper in the mail, I was like, "Hey! Yeah, I'm just going to apply to this school because this is what's in the mail." But nobody taught me how to research colleges and figure out what's right for you, so I went back when I was ready to go back and I did my research this time and I applied to Fordham University, I applied to Page University, I applied to Manhattan College, and I ended up getting into Manhattan College. I remember that day, I was sleeping in my bed and I get a phone call, I was trying to decline the phone call and ended up picking it up by mistake and I got a call from Manhattan College and they said that I got accepted to the school, and I am so glad I answered that phone call because that was just the best day after the five years of just working in the service industry and just getting that call — because I knew I wanted to go back and I was ready to go back to finish my mechanical engineering degree, because as a young individual it was just something that I wanted to do.

Q: What course work did you take at Manhattan College?

Glenn: So, after returning after five years, it was a challenge. I had to remember calculus from five years ago that I loved so much, I had to study really hard. But I took introductory classes like Intro to Thermodynamics, which came in really handy when working at a nuclear power facility. I did differential equations — which [uses a lot of?] calculus — which is basically the

rate of change. I did another course which was Applied Thermodynamics, and that's where we took what we learned in Introduction to Thermodynamics and applied it to systems like [Carnot?] cycles and diesel cycles, and just applied it to engines and actually applying that to [emphasis] coal plants — not necessarily nuclear plants — and had to calculate the power we can get from generating heat and turning the turbine. But that was using a theoretical project that we did, and that kind of gave me an idea; even though it wasn't nuclear, coal is used to heat in the project but in a nuclear power facility we use chemical reaction to heat water. So, that was another course that I had taken, but the Introduction to Thermodynamics was where it began because that's — my professor, he always believed in me when I didn't believe in myself, and he taught me how to critically think and think outside the box and I use some of the things he told me those days to this day because it helps me become a stronger engineer and to be for whatever came at me at Indian Point.

Q: Where did you work at before employment at Indian Point?

Glenn: So, I've always worked in the service industry; straight out of high school I was a hostess at a restaurant and I worked my way up to bartending, and I had been doing that in the five year break that I had from school, so I continued to bartend on the side as I was going to school. I was working at a place in White Plains called North Street Tavern & Wood Fire Pizza. It's located on Maple Moor Golf Course, I started working there in 2016, while I was still in school, so every summer I would go there to work before I went back to school. And the funny story is, this was how I found out about Indian Point; there was an individual who worked there who was just talking across the bar and my degree came up and I said, "Hey, I got my Mechanical Engineering degree," and he said, "Oh, do you know about Entergy?"

And I'm like, "No, I've never heard of Entergy before."

"You know; we have a site at Indian Point." So, I had heard of Indian Point before, didn't know where it was, just heard about it a couple of times here and throughout my life. We were just talking shop across the bar and he's like, "You should really apply." This was in 2018, so this was about two years after I had started working there [North Street] and actually, when I graduated college in 2018, I was just working in that restaurant. And he was like, "You should apply, we have a supervisor, he's actually looking for engineers, I'll give him your information."

So, following a couple of days, that supervisor actually came in because he likes to golf as well, and he was like, "Send me your resume, send it to me and we'll set you up an interview." So, me in my mind, people offer me jobs all the time and it never falls through, so I never think twice about it, I was like, "Yeah, yeah, I'll give you my resume and see what happens." And he actually called me and said, "Okay, I set you up an interview for Thursday at this time, meet me here," and I said, "Okay! This is happening, I'm ready to go!" I got to the interview, there's a supervisor who I met at the restaurant and another supervisor there and they just told me about how great it is to work for Entergy and asked me about a couple of projects from college. There was only one interview and after the interview, the supervisor says, "Are you going to be at the restaurant later?" And I said, "Yes, I'll be there, see you then." So at the restaurant, I'm there and I'm cleaning the bar off and here comes my supervisor coming in to grab some waters for the golf course and he says, "If I hire you, would you take the job?" And a person straight out of college, working at a restaurant, wanting to put her degree to work, I said, "Yes. Yes, I will take that job." And he's like, "Okay." He paid for the water and that shift was the happiest shift I ever had, just wiping down the bar and he just asks me if I wanted it and I took it and — That was the same day as the interview, so everything was moving so fast. And when I told my family and my

friends, they were ecstatic, I was ecstatic, I got to put my degree to work and I get to leave the service industry which I had been doing for so long, for years — to actually do something that I pushed for after five years and doing three more years of college, and doing this. And when I drove up for my interview, I was like, "I see the two domes, I can't get close yet because I don't have the security clearance," But when I see those two domes when I'm driving by just to get the front part, it was like, "This is where I'm going to be working. This is going to be great."

Conrad: Where did they have the interview?

Glenn: So, they had the interview in the facility, it was called the "Emergency Operations Facility." Basically, it's outside the protected area but it is on site and it's just a place where if there's an emergency, they have a place onsite team to just report out to the public what's going on. And this building is usually empty, and there's only a couple of security guards, and there's a couple interview rooms there and that's where they interviewed me.

Conrad: How many people were a part of the interview?

Glenn: It was just myself, my supervisor, and another supervisor who's also in engineering because he was looking for someone to join his team as well.

Q: What was your first day like?

Glenn: My first day was basically getting access; taking a picture, getting my hand geometry, and trying to get access to the protected area. Also, lots of computer based training, we called it CBTs. So, I sat in a room and did some CBTs for most of the day, which requires testing and requires you get an 80% or higher on these tests; there was a proctor in the room for when you were ready to take this test and there was a checklist. And with that, I finished the CBTs, I was

notified that I got my badge and I was ready to go and when I was finished, I was actually able to get into the protected area and actually get to my desk, which actually wasn't ready because I finished my CBTs a little bit on the earlier side, but it gave me an opportunity to actually set up my desk, set up my computer, and actually make it mine. And when I get up there, they introduce me to my mentor and they say, "This is [Declan?], you're going to be his backup." And that was the first day I figured out [emphasis] what I was going to be doing at the plant, I was going to be the backup to the emergency diesel generator engineer. And with that, I worked with him throughout my whole time here at Indian Point; he taught me the ropes, taught me how to use the software, taught me a lot about the diesels, and he ended up giving me a system that he had on the side and I took ownership of that. There was other training, training never ended at Indian Point, it never ended with Entergy, there was a lot of training; training about security, training about safety and how to be in a nuclear power facility and how to operate a nuclear power facility, lots of training on the different systems at Indian Point — at Indian Point 2 and Indian Point 3 because they were similar but there were a few differences. So, we had a year of training on that, there's engineering support personnel training that I had through and that was required for a year, and as I'm still working, I still get trainings in my inbox and I have to make sure I complete training on time because Entergy believes training is core business, you should make sure you do it on time and make sure you get more than 80% on all your tests because working at a nuclear power facility, we have really high standards just to operate safely.

Q: What was your job title and when did you start working with the diesels?

Glenn: My job title, I was a systems engineer; there's a systems group and each person gets a system in the plant where they look after that system to make sure the right work is done at the right time and diagnosing problems with that system. And as I said before, I was going to be the

backup to the emergency diesel generator engineer and down the line, becoming the [appendix {unclear}?] diesel engineer, primary engineer, and when I took on the diesels, it was basically immediately — my mentor, he wanted me to get involved right away. He showed me the ropes on a computer but then he showed me the ropes for the diesels, he took me down when there were diesel runs and actually, I started in October, 2018 and immediately, a month later, Entergy was supporting a training down in Texas for the emergency diesel generators' ADR circuits, which is a beneficial training because I was in mechanical engineering and it's a lot of electrical talks with the diesels, so this was really good training. And this was in Dallas, Texas and my mentor went to supervision and was like, "Since Courtney is my backup, she should come down with me to Texas." I was like, "Wow, I've only been here a month and I'm already hitting the ground running, I'm going to be on a plane to Dallas, Texas." And I had[n't] been on a plane in over three years because I was in school and from that day, I got to get to know my mentor more and he taught me a lot and the lingo, I was still getting used to it, the acronyms and getting used to being a professional and just starting my career and he did teach me a lot during that trip. But that was one trip of many trips he and I went to with the diesels. He said we were part of an owner's group for the diesels and they meet twice a year, so we were travelling twice a year; we've been to San Antonio, Texas, went to Charlotte, North Carolina, went to Las Vegas, Nevada for these diesel trainings in this diesel owner's group, so we get to talk about diesels. Training never stopped, you know, I learned about the diesels everyday with him and I did my own research on the side and he taught me everything. But I remember taking that first trip to Dallas, Texas and learning about electrical circuits, not knowing anything about being a mechanical engineer. But I learned a lot down there and it felt great because I was actually thinking that I finally made it, being five years out of school and going back to school, and most

of the reason I went back to school was because I was sitting, I was working hotel and a bar as a bartender, and I saw people my age coming to the hotel on business, sitting there and I'm serving them drinks and they're just sitting there, having a drink, and I'm being nice to them and in Texas, I was the person at the bar having a drink, on business, and some bartender was serving me, so I knew my life was changing for the better. But the diesels, that's another story.

Q: Can you tell us a bit about the diesels?

Glenn: So, there are a lot of diesels onsite at Indian Point, [unclear] at both units. We have a security diesel, we have an appendix [unclear] diesel, which we use in the event there's a station black out or a fire onsite, there's a diesel for our technical support center, which is used in our emergency planning that we have, the list just goes on and on about the diesels. My main focus at work is the emergency diesel generators, those are the ones that are safety related, those are the ones are important, those are the ones that I put most of my attention to because they are of importance because they are used to supply backup power in the event there's a loss of offsite power. And that just goes back to the Fukushima, ensuring that we have the generators being protected, because having that backup power is what we use to safely shut down the Unit, so if there is an issue and we don't have power, we use those diesels to shut down and basically put the plant in a safe condition because there's a lot of safety systems in the plant that's connected to the diesel — Well, the diesels supply power to the BUS and the BUS has equipment on it, there's pumps, there's auxiliary power, lot of equipment that we use to support the shutting down of the reactor safely and keeping the reactor cool and covered. These bigger diesels, they are — the diesel name's we have are [ALCO?] diesels, which is owned by Fairbanks-Morse, we have Caterpillar, we have John Deer diesels, there's plenty of diesels on site so I definitely had my work cut out for me. When Unit 2 shut down, my mentor had actually left the company and I had

to be the primary system engineer for those emergency diesel generators, so I had to make sure that I knew what I was doing. But, I found out that somebody else who owned the smaller diesels onsite, they left as well and those diesels fell on me as well, so when Unit 2 shut down, I knew I was going to have my plate full because I had all those auxiliary diesels and I had the emergency diesels onsite. And that just put me to work but I am also excited because through training — Fairbanks-Morse owns ALCO and they offer a training where you get to disassemble an entire model shop diesel and learn about and you get to learn about it, so there was classroom time and there were lab times. I got the opportunity to go to Beloit, Wisconsin to work with a class and to work with the teachers there. The instructors, they taught us how to do bearing clearance checks on the diesels, how to do blue checks on the cylinder liners, and just basically see the engine from the inside because as an engineer, you don't get to touch the equipment, you don't get to fix the equipment, maybe be able to do an inspection but you won't be able to physically touch or fix anything on the engine because you have to have someone who is trained to do so, like the Maintenance personnel or the Operations. So, this gave me a chance to actually use the tools and get myself a high torque wrench and learn how to use that — we actually used a hoist crane so I got to manipulate that and took down the turbos, jacked the water pump, [unclear, boil?] pumps, just all the parts of the engine — took off some cylinder heads, fuel supports, and just learned how to work on the timing of the engines. That was an amazing training and I'm glad I was able to get that in prior to my mentor leaving. But when both individuals left, I knew I was going to be in for it for these diesels. These diesel emergency generators, there's three at each unit — I know Unit 2 has been decommissioned as of today so I don't really look after those three diesels as I do for the three diesels at Indian Point 3— so I have all the diesels and those three big ALCO engines, which are 16 cylinder, 'V' inline, rated at a 250 horsepower [unclear] 2500

kilowatts, we use it to bring power to the 480-volt BUSs, these things are [emphasis] huge, I would say they're as big as a U-Haul truck, a big U-Haul truck, I wouldn't be able to take the dimensions. These engines, they're taller than me, they're bigger than your average car/truck, and they are coupled to a generator. But these three diesels, in their separate rooms, I look at them and say, "These are my responsibilities if anything happens, I have to be there for these diesels," These diesels had a lot of turnaround, so there were a lot of diesel engineers, they're not for everybody. I told myself I'm not going to give up on these diesels but there have been — I can name five or six — that I'm still working through their work to help me learn but I'm going to stick with these diesels until Unit 3 closes. I remember the first time I saw a diesel run, and this was after maintenance so they actually had all the fuel pump support covers off the engine, and my mentor was like, "You've got to look at this. When they start up the engine, all the fuel pump supports are going to push in, that means it's giving the engine max fuel." And I remember having my hearing protection on and standing not near the engine and even with the ear protection on, you can feel the rumbling of the engine through your body and as they press the start button, it just makes this high pitched noise and then you can hear it rattling and heaving itself out. Then, as soon as they load it, you can hear the change in the sound of the engine. And I was like, "Wow, this is some powerful equipment." [Laughing] Going from working in a restaurant to standing a few feet away from a big diesel engine was amazing — it was an amazing feeling, even just working at Indian Point is an amazing feeling, all these big pumps and motors and piping and all the stairs I've got to climb to get to this elevation and how everything works together and just being a part of history and — I knew Indian Point was going to shut down prior to me working there, I just said that I'm going to get this experience, I know they're going to close in 2021 and I started here in 2018, I'm going to get this experience, because I

know this would be a great stepping stone for any career I have going forward and Indian Point just gave me an opportunity to learn more [as] a person straight out of college, —

It's really in your face, life is bigger than just you and how they create power is just sort of an amazing thing and I remember our first refueling outage for Unit 3, actually our last refueling outage for Unit 3, I actually got a chance to go inside containment, so I actually got a chance to see the steam generator. Of course, [I'm] dressed out and making sure I'm protected against any radiation but even dressing up to go inside was exciting and it was just not describable because as someone who had just been working behind a little bar that was just what I did and when I was in college I only saw what was in a textbook and what my homework was. But just being there, being a part of that, saying "Okay, this is the last refueling outage." I'm part of history, I can tell my kids, when I have kids one day, "I was part of history, I was in that dome, this was a great thing, power was generated here for years." And when Unit 2 shut down, I got the chance to look at Unit 2 as well during the defueling outage, where they take the fuel out of the reactor, and I had a chance to — they called them "crane walkers" and basically you walk alongside the crane as they lift up beams and supports to make sure there's no debris or person on the track as the crane is going around. And that was a great experience because I got to just be there and be a part of history as they're taking everything apart and basically taking power out of the containment. And I remember sitting at my desk, they actually had a camera pointed at inside of the reactor, so you saw that blue glow, that means there's this blue glow and you can see them take these fuel rods out of the reactor and put them in the [canal?] and I was looking at this as they were taking it out and they were on the last two and I was looking at it and was like, "This is happening, we're closing, we're closing Unit 2." And when the last one got pulled out, I was like, "This is history, finally took out the last fuel rod." I was sitting at the safety of my desk for

this, because you can't get in there without proper training but it was just nice to watch; I was working on nights and it was just a [emphasis] long — I know I'm kind of derailing from the diesels but this is what I was getting myself into. I didn't know what I was getting myself into, I'm still learning to this day, I still struggle being one of the newer engineers but I have a good team on my hands, I work with a lot of engineers who are more seasoned than I am and they teach me every day. Before my mentor left when Unit 2 shut down, he taught me a lot. My supervisor who hired me also left when Unit 2 shut down, so I don't have him to go through now, but I do have a new supervisor. There's a lot of people on the floor who are willing to help, they're always a phone call away. With Covid now, that's been a challenge because when we started telecommuting [due to] Covid, that's when we were doing the defueling of Unit 2 and that changed everything. Sometimes we had to work from home and it is kind of hard working at home when you're working nights, but it was something to get used to. Defueling a plant and dealing with a pandemic at the same time was a challenge, but we were able to complete it and do it safely. But after the defueling, Unit 3 was still in operation, we still had to maintain that, but Covid was still there, and we just had to create a schedule, not have everyone onsite, protect the operators because those are the ones who operate the plant to make sure that it's safe, to make sure people have power so that they can charge their phones. A lot of people are working from home, a lot more kids are doing school from home, so we're supplying that reliable source of power to these people who need it. And just being there, being at home and making sure I'm taking care of the diesels at home, and power's 24/7, so even though I'm home 24/7, it just means that when I need to be at work, I'm going to be at work. "Courtney, there's an issue with the diesel." "Courtney, we need you to come in to do this inspection." I have to be ready to go in because power never stops and Indian Point never stops and what we do with that— My group,

we come in once a week out of the month and we rotate but if you need to come in to support your system, you are required to come in. And that's basically what we're doing to protect our coworkers, to make sure there's not a lot of people onsite, not a lot of people on the floor, utilizing our facemasks, using hand sanitizer, doing temperature checks. So, Covid definitely impacted the closure of Unit 2 and just our day work to this day, and it's going to impact us until we shut down Unit 3 as well, because we are going to be telecommuting until the shutdown of Unit 3.

But when we closed down Unit 2, my life did change; like I said, I lost my mentor and I lost another individual and I ended up taking on all these systems. But it's all about adapting because power is forever and life changes; I was working at a bar and now I work at a nuclear power facility, so I had to adapt. But I have a supportive team on my floor and the work is manageable and if I have any issues, I already know I have a team that will support my back.

Q: What will happen to the Unit 2 diesel, are they going to be sold?

Glenn: Well, everything now from Unit 2 has been sold to Holtec, so whatever Holtec decides to do with the diesels, that's their choice. I know recently, we had an issue with one of our Unit 3 diesels, there was a leak with the lube oil filter, and this is one of the major things that's happened to me since I took on all these systems, and we were trying to figure out a solution and since Unit 2 and Unit 3 had the same diesels, there are some parts on the Unit 2 diesels that we can use on the Unit 3 diesels. So, we were actually putting in the idea of taking one of the filters from Unit 2 and taking it to Unit 3 — if we need to. It's really conservative in nature to just pull parts from Unit 2 because it's a lot of work and we don't necessarily want to do anything like that, but that option was there. Since ALCO engines are old, we do have a lot of obsolete [and]

older pieces that even some other plants have been trying to contact me to get some of those—"What are you doing with this obsolete governor that we're not supporting anymore?" I can't just give [them] the governor, you have to go through the process but those parts are invaluable because they're old, so they could be sold they can do whatever they like with them, but I'm there to operate the plant, so since Unit 2 isn't operating anymore, my main focus is on just maintaining what is going on at Unit 3.

Q: How do you track all the diesels at the plant?

Glenn: The simple way is just make a list, that's what's really going to get you there [laughs]. But there are a lot of diesels onsite, and my main concern is the emergency diesels because they are important. Basically, there's a schedule that they post and I just write down when they're going to run the diesels or what type of maintenance they're going to do on the diesels and make sure I'm present and I know what's going on. Mainly, they do run the diesels, some of [the diesels] we run on a monthly basis, some of them we run on a quarterly basis, I think there's a few of them we run on a semi-annual basis. Most of the diesels are manual start so that means an operator has to use a procedure to go to the top of the diesel and actually start the engine. The emergency diesel generators, they can be started manually, usually for our monthly tests or they [can] be automatically started during any loss of offsite power or if there's a safety injection signal and usually when they auto-start, the operator will go to that diesel to ensure it auto-starts when it's supposed to. But, mainly, we run those three diesels once a month, not on the same day of course, and they manually start it and bring the engine up to temperature. So that engine has to be ready to go at all times, so that means it's required by licensed [NPOS?] that engines start within ten seconds so they get up to volt [unclear] frequency within ten seconds. So that means we have to keep the jacket water warm, the lube oil warm, and basically keep the whole engine

warm and keep up a positive pressure on the lube oil — we use a pump to keep the lube oil running through the diesel and we use heaters to keep the fluids warm. So, those engines are ready to go for their monthly test but they're also ready to go in the event of an automatic start, which we haven't really experienced yet.

Q: Is diesel fuel spoiling ever an issue with some of the units?

Glenn: [Pause] When we get our diesel fuel in, we do testing on the diesels onsite and we do quarterly testing on the diesel fuel that's stored in our storage tanks. There's no issues really with diesels storage, we do run the diesels a lot, these diesels are huge diesels so they do go through gallons in a run — I know one diesel goes through about 250 gallons to 300 gallons per hourly test that we do every month. But each diesel has a day tank that's about 175 gallons and those day tanks get their diesel fuel from three storage tanks, which holds 7500 gallons of oil. But we go through diesel between the emergency diesels and all the diesels that we have on site and maybe a lawnmower that we have or a snow blower onsite that may use diesel or the little carts that we use, so there's not really issues with how the fuel is stored or any spoiling of our diesel engines.

Q: What other departments would you say you collaborate with the most?

Glenn: I collaborate most with the Maintenance department because they're the ones who touch my diesels, they're the ones who fix them when it's broken, they're the ones to follow the procedure to do whatever preventative maintenance is required on those diesels. Before my mentor left the company he actually helped me create a good rapport with the Maintenance supervisors and the Maintenance personnel, so now that he's gone I still have that good rapport. Actually, during the North Carolina owner's meeting, some of those Maintenance personnel

came down with us and just being able to share a pint with one of the Maintenance personnel and being able to talk and talk shop, that just created that good relationship; one of the who guys that went down became a supervisor, so I had a good relationship with him as well. So, there were the two Maintenance supervisors along with the other Maintenance personnel and sometimes I go down there when there's work to be done and sometimes they say, "Anytime you want to come down here and hang out, go ahead." I can't do that every day, but any time they're touching my diesels, I like to be down there with them, I try to stay out of their way, and sometimes I even ask some questions because they've been working there for years and I've only been working there for two years, so sometimes I ask them questions about what tool they're using or what are they working with, or how are you doing this, or why do you do it this way and not this way? Just to learn, because this is my stepping stone for the rest of my life. So, I definitely collaborate with the Maintenance personnel the most, and sometimes I just call them to see how they're doing, especially when you can't see them face-to-face. And more recently, I've been cooperating more with Operations because I found out when you're at the diesel when it's running, you get more information; if there's any issues that come up, they write a report and you get to read it [but] reading it is not necessarily as beneficial as actually experiencing it. If somebody says, "This knob is acting kind of wonky, we recommend that you replace it." Okay, what does wonky mean — they're not using that word of course, just a general example — whereas, if I was actually down there, it was like, "Yeah, yeah, that was really wonky. It was really operating erratically." Just getting my eyes on it and keeping a good rapport and good collaborations with Operations is how I — if there is a diesel run on my shift, I like to be down there, be present, and take ownership, which is why I call them "my" diesels because if anybody's touching them, if Maintenance is touching them, if Operations is touching them, I

want to know about it because the more I know about it, the [better] I can the situation and be able to fix anything that happens because experiencing it is better than just reading it.

Q: How do your shifts work?

Glenn: So, our shifts are normal Monday through Friday, 7am to 4:30 — every other Friday off, so that was a plus. But as an engineer you need to do engineering duties, so one or two week out of the year, you have to work 3-to-11s so you can work on the night shift, so 3-to-11s Monday through Friday, they pick one Electrical person, one Mechanical person, and then a supervisor and that person is just there to support the plant should they need engineering support on any of the tasks that they're working on. For our refueling and defueling outages, we usually have 12 hour shifts, usually our morning 12 hour shifts and night 12 hour shifts — I always picked the nights because I was always a night owl, so I enjoyed coming in at night, leaving in the morning and sleeping throughout the day [laughs]. But anything could happen with a power facility; in the event there is an issue with a piece of equipment that has a short duration allowable outage time and there's an issue with that system, we like to staff our outage control center. So, we staff our OCC with the proper departments, so we staff it with Engineering, Maintenance, whoever we need, Planning, Materials, so we can get the work done [and] get that equipment back in service. And sometimes that requires more individuals to come in and support that work; sometimes we may need coverage throughout the weekend, depending on when the issues started and we usually like to have six to six mornings and six to six nights, and make sure we have the Engineering team together that's going to work on it, maybe a Design person, and maybe a Systems person to create a team in Engineering that will support the OCC in resolving the issues. So, sometimes I'll get calls like, "Hey, Courtney, can you come in Sunday morning to support some work that's to be done?" And as the diesel engineer, they like to run the diesel a lot when

I'm not at work, so sometimes there may be an issue that happened in the middle of the night and they're like, "Hey, Courtney, this happened in the middle of the night, would you be able to come in and check this out?" Sometimes I have to come in earlier, but sometimes I get to leave earlier, so it balances itself out in the long run. I don't really have issues with the shifts, because they do give you good benefits with vacation and time off, but the shifts are manageable but you never know what may happen, sometime you come in for a eight hour shift then, boom, you have to be there twelve hours because something came up and your supporters need it. But since I'm one of the newer engineers, I don't get that as often, but it still does happen.

Q: In your job, are you a part of the Union?

Glenn: I am not part of the Union, I am part of what they call the "non-bargaining unit," which is basically the management side, so I don't really deal with anything with the Union.

Q: You've done a lot of community work, was that in the company or outside the company?

Glenn: So, I think it's more outside the company, however, Entergy does give the opportunity to do community work. They actually encourage you to do community work; number one, they give you time to do community work and you also have the option to submit the hours [that] you do for community work and they actually match those hours and they give you — Like if you want to donate to your favorite charity, they'll match that for you as well, based on how many hours of community work that you do. [Pause]

With [unclear] community work, I've also joined an organization called the "North American Young Generation in Nuclear" [Later called NAYGN] and it's basically a group of individuals

that — So, it's Canada, United States, and Mexico and there's chapters all over and what we do is we advocate for nuclear energy and we do that through public outreach, public information, community service, and social and networking events, so that also gives us opportunities to do a lot of community work. And, basically when we do all this work as a chapter, we get to submit those metrics just to show this organization [emphasis] is making a difference and [that] it's giving a broader outlook on nuclear energy. Because when somebody hears the word "nuclear," sometimes they'll think of something negative, but when I hear nuclear I think clean energy, reliable source of power, and those are the things I advocate for when I tell people that I work in a nuclear power facility. And we just advocate every day and I didn't know anything about nuclear power until I learned about it and when you learn about it, it opens your eyes to "Hey, this can be the end or maybe the slowdown of global warming because it's just a clean source of energy." When I first got into it, I was trying to plan a get together for my department and my mentor said, "Hey, you should talk to the president of the North American Young Generation in Nuclear here at the Indian Point!" So that's what I did and this ended up becoming [a NAYGN] event, because they're going to help sponsor us to throw this event. And this president was kind of on hiatus because he has a large workload, so I got involved and helped him out. He helped me throw this get-together for the department and for the NAYGN chapter, and just getting involved in the chapter. He started doing meetings, so I started going to the meetings, started getting more involved, and then at one point, it was time [and] the president was ready to hand me the reigns and I was ready for it, it helped me get out of my shell, become more of a professional, managing a group of individuals in various departments. They were just going to give it to me, but at one point we didn't want to have a president, we didn't want executive board members, we just wanted it to be a group and we do projects and whoever wanted to be involved,

they could get involved but as we had meetings, the chapter was like, “We should have a formal president, we should have a formal vice president, we should have formal executive positions because it will help us be a bit more organized.” So, we ended up running a vote that lasted about a week and I ended up becoming president of the chapter. I guess people saw how much I was involved in NAYGN and how I was always sending out emails, always posting events, always posting community work that people can get involved in. My main goal is to be a good president, of course, and get our metrics up; our metrics for community service was low, our metrics for public outreach was low, and being the president, between 2018 and mid-2019 when I became president, I was able to increase our numbers by [around] 80% and that was a huge accomplishment for me and I was able to bring those numbers to our site vice president saying, “Hey, we were able to increase our metrics [through?] all these events that we’ve been doing and all these community outreach projects that we’re doing—” Just asking for sponsorship, we do get sponsorship from the Entergy fleet, but we just wanted to provide more professional development for our chapter and we wanted to do that through any training that they were looking to do, especially because we’re closing, I want to give our chapter any development opportunity they need to progress their career forward; it didn’t have to be with nuclear, it could have been anything, like we did a project management course, because that’s a great skill to have. As for our public outreach, we did a lot of reaching out to the local schools; I remember when I first went to, I think it was, Peekskill, and I came in with my powerpoint presentation, a bunch of students staring at my face, just curious. I think it was a middle school, so they were a little bit younger, 7th and 8th grade and just trying to explain nuclear power to students who only know about protons, electrons, and neutrons, just breaking it down for them, showing them, “This is where your school is, Indian Point’s right over here. Have you ever seen it?” And their

eyes light up when you show them what Indian Point is and what we do. They ask a lot of questions and you just answer the questions and talk about our security forces onsite and talk about how safe nuclear power is, they'll just [unclear] with all these questions. And my favorite part is when we teach them what we do to dress out, basically I taught them what we wear when we go into a radioactive area, how we protect ourselves; when they see that big white suit, I've got the opportunity to get one of the students to dress up and when they get that white suit on they're so excited and all the students are really engaged now because they get to interact and they get to see it and they're like, "Oh, wow!" I think I did four or five classes that day, and it was just the same presentation and different questions every time and they'd ask me things like do I like my job, how did I get into nuclear, and I got to tell them, "This is how I got here." They were like, "What subjects should I take in school?" and what was my favorite subject in high school, and what how did I get here. It was like a career day, so they were really getting into what I did and it was just nice to share it with them. And then, when I actually went to high school with some other members from the chapter, it's hard to keep students, especially high school students, engaged, they just want to play around but once you say one of a few things or ask them questions like, "Hey, do you know what a neutron is?" You're in high school, you do know what a neutron is, it's like, "Okay, this is probably a little bit easier to explain to them," and just being there and they [the instructors?] say, "Thank you for your support," and being able to enlighten these children — because I didn't know about nuclear when I was in high school or middle school, so being able to bring that to the youth as they're young, sparks their curiosity for when they get older. Because if someone like myself came to my school when I was in high school, I probably would have known what I wanted to do when I was younger and said, "I want to be a nuclear power plant professional," but that's not something I had when I was younger, at

least if someone came in to talk to me about it, it's something that sparked my interest. So just going to the local schools was really beneficial because I get to provide something to someone that I wish was provided for me. And the reactions of the kids were just amazing, it was amazing to see.

And through NAYGN, [we're] not only doing outreach to the public, we're doing volunteer work as well. I remember, I took the time, one of Entergy's sponsored groups is called "Feeding Westchester," and basically they get like these big food trucks and they fill it with a bunch of food and people come with their bags and we fill it with a bunch of food and fresh groceries, like fruits, vegetables, pantry items and they just come and line up and we fill their bags. That's a good feeling, to have people come in and they're hungry and they need to eat, and they're probably from a low income area, just to get some food and just provide it to them. And when one member saw me do it, two other members on a different day, they went out and supported Feeding Westchester. It's nice to say, "Do this volunteer work, you'll feel good after it," and then more members start doing it. And I just thought it was really funny because where they were set up for Feeding Westchester was actually at the church I went to and I was like, "Wow, this is what's going on over here, they're doing great things." And so, being with Entergy with the community work, with the networking, with the community service and volunteer activities, it just helped me become — I was shy when I was younger and this has helped me become more professional, interacting with multiple individuals. Being with NAYGN, we also do conferences, with the fleet and also with the organization, there's a lot of local chapter leaders [calls?] that I'm on, to discuss things. And being able to talk like a professional is something that I didn't always have but I know I have it now and I can take this from Indian Point and take it [to] my future, wherever it takes me. So, that organization and Entergy, working at Indian Point, definitely

helped me become the professional I am today and it's only been two years and change that I've been working at Indian Point and I know if I continue with this path that I'm on, that I can only become better because you can always improve.

Q: How many were involved in NAYGN?

Glenn: So, for our chapter at Indian Point, we had about fifty individuals — on our mailing list anyway — but when we had events, about twelve, fifteen people would get involved. But however many people get involved, even if it's just one person, or if it's fifty people, I like whoever gets involved. With Unit 2 shutting down and most people leaving Indian Point, I actually lost fifteen individuals due to absorbing into the other plants or opting to leave the company. But with the running of events prior to the shutdown, I ran an event [emphasis] in the plant, so Operations and Maintenance could see that NAYGN is for everyone, and I was able to recruit ten more people into the NAYGN prior to the shutdown of Unit 2. Because everyone thought that NAYGN was an Engineering group, which is untrue, NAYGN is for everyone, every department, if you work in nuclear, even if it's HR or even if it's Chemistry down in the labs, NAYGN is for you. A lot of people didn't see that and I had to make that clear, so I had a lot of events where I invited the [emphasis] site, just to recruit and also to show, "Hey, this is for everyone." So, events included [things like,] there's an arcade down the street from the plant, we all just went down there and had some food and just saying, "Would you like to sign up?" And it's just nice to see that you had Maintenance there, Chemistry there, Operations, of course Engineering, and I got to meet people I've never met before, they've probably worked at the plant for years and I've never met them. The plant's huge, I'm still meeting new people every day, especially now, working from home, when I do go to the plant and talk with them and talk to them [unclear] on a normal basis, it's like, "Wow, I can finally put a face to the name." So,

NAYGN definitely brought people together and I always asked them, “What do you want out of NAYGN? What kind of professional development do you want? Do you want more training? do you want more networking opportunities?” Like, “How can I help you build yourself up?” Because that’s basically what NAYGN is about, just building yourself up as a professional as you advocate for nuclear, [and] so, how we can do that for you. And that was basically my main goal, just to help my chapter members and just keep our chapter strong, knowing that some people did leave and of course, now that the pandemic is here, we can’t do in person events anymore — it’s really discouraged to do it in person events — we try to do virtual events. I know we did one virtual event where we had one of our chapter members do an outdoor stretch and we did it via video conference and we had anyone who wanted to get on it and do a stretch with us; so there’s a couple of us outside, of course socially distancing, and stretching and we had a camera for the people who wanted to do it virtually. So, we’re trying to do more virtual events; some are easy just set something up and people have the choice to come on or come off the event anytime they please. So, a lot more virtual activities, trying to keep NAYGN strong at Indian Point, especially with me being president. But me taking on the diesels is a big responsibility, so I have been caught up with making the transition from being the backup to being the primary. But before Unit 3 shuts down, I’m going to make sure we have a lot more virtual events and make sure we finish our chapter strong, so that people in the fleek can be like, “Remember Indian Point NAYGN chapter?” They’re going to remember us.

Q: When you tell someone about your job, how do they usually react?

Glenn: So when I meet new people or if I see people I haven’t seen in a long time, they say, “What are you doing nowadays?” And I say, “You know, I’m an engineer at a nuclear power facility,” and the reaction I get is like, amazement, they’re astounded by what I do, they just

don't know what to do, they're just really impressed on what I do for work, and that definitely makes me feel really confident about my choice and [think] that I made the right choices in my life at the right time. And when they say, "Good for you!" and "How did you get into that?" And I'm able to tell them what I get to do every day and it just feels really good to me and especially being a young, black African-American woman, I don't see that a lot in my daily life, I don't see that many successful black females in nuclear, not in New York anyway, I know down south they probably have many but— just to be able to see that. And I do have a niece who, she may or may not look up to me but she'll know that her aunt is a professional and she can probably do the same thing too, being a black female as well. And hopefully one day I'll have children and I can be a role model for them and [that] is probably the reason why I [emphasis] am going to stay with nuclear; I'm actually going to stay with Entergy, I actually got an offer a week ago from today, and I'm going to be moving down to Baton Rouge, Louisiana. There's a nuclear power plant that Entergy owns called River Bend Station and I will continue my career there so I can continue to say I'm an engineer at a nuclear power facility and just to be able to smile every day.

Q: So what do you want to see at Indian Point, post closure and Post deconstruction?

Glenn: Back in the '60s, back before Indian Point was there, it was actually a swimming pool slash circus area. So maybe something like that? But I think the main thing I would like to see at Indian Point post-deconstruction is something that will give back to the community. So maybe build like a community center or a rec center for the children in the area, just maybe even a park that kids can go to, because I know there's a lot of schools in that area, just something to give back to the community. Nothing for profit, it would just be nice to see a nice park or community center where people in the area or children in the area can go to — or like a community center that can be a food bank as well, just something to give back because Indian Point has given so

much to Peekskill and for that to just go away, just a to find a way to keep giving back to the community.

Q: Thank you, Courtney, for your contribution to the Indian Point Heritage Project.