

November 25, 2015

MEMORANDUM TO: Robert J. Lewis, Director
Division of Preparedness and Response
Office of Nuclear Security and Incidence Response

FROM: Robert Kahler, Branch Chief /RA/
Inspection and Regulatory Improvements Branch
Division of Preparedness and Response
Office of Nuclear Security and Incidence Response

SUBJECT: DEVELOPMENT OF JOINT FEMA/NRC HAB LESSONS
LEARNED REPORT

The Federal Emergency Management Agency/U.S. Nuclear Regulatory Commission (FEMA/NRC) Emergency Preparedness (EP) Steering Committee has formed a joint FEMA/NRC hostile-action based (HAB) Lessons Learned Working Group (WG) tasked with gathering lessons learned from the first cycle of HAB exercises. The WG will gather input from all stakeholders including licensees, Federal, State and local agencies for the purpose of creating a HAB Lessons Learned report to consolidate all the experiences from this first cycle of exercises. The final report will be shared with all stakeholders.

Methodology:

The WG will work in two groups, one lead by the NRC headquarters staff and one lead by the FEMA headquarters staff. Each group will work through their respective regional counterparts to request lessons learned and observations from the various stakeholders.

- The FEMA headquarters team will solicit lessons learned and observations from Regional Assistance Committee Chairs, regional evaluators, and State and local emergency management agencies.
- NRC headquarters will solicit lessons learned and observations from regional emergency preparedness inspectors, licensees, and the Nuclear Energy Institute.

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Once the inputs are gathered, the off-site lessons learned and observations will be reviewed and categorized by the FEMA headquarters team and the on-site lessons learned and observations will be reviewed and categorized by the NRC headquarters team. The NRC and FEMA will then combine the results and jointly:

- Present the draft lessons learned at a public meeting(s) to discuss the data with stakeholders and to ensure the accuracy and intent of the input. This will include discussion of potential dispositioning of inputs.
- Create a report detailing the lessons learned, the additional action options and the WG's recommendations.

Enclosure:

HAB Lessons Learned Discussion Topics

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Enclosure:
HAB Lessons Learned Discussion Topics

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HAB Lessons Learned Discussion Topics

The following questions/topics were developed to add some structure and detail to the broad request for input on the first cycle of HAB exercise lessons learned and observations. It is not expected that each topic be addressed. For the topic(s) chosen to be addressed please consider including: lessons learned, observations, and any improvement suggestions.

Incident command post

- Was the balance of security/law enforcement, firefighting and medical emergency response involvement with the core EP exercise appropriate? Could it/should it be improved? How?
- Were communications/communication system improvements made for the HAB exercise successful? Could they/should they be improved? How?
- For the future, is there a need to specifically highlight the benefits or necessity for HAB pre-drill briefings and Incident Commander learning opportunities (e.g., having the Incident Commander observe another licensee exercise)?

Scenario development:

- Was the scenario development team makeup appropriate? Could it/should it be changed? How?
- Were the scenario key attributes well understood?
- Did the scenario time line make sense and was it realistic?
- Is the work on mini-scenarios/Master Scenario Event List worth the effort?

HAB Exercise implementation thoughts, concerns, changes, etc., with:

- On-shift personnel response
- Incident command post response
- Responses in the field
- ERO mobilization
- Exercise critique
- Public and media information
- EP program and procedure enhancements
- Exercise objectives
- Training

Security objectives:

- Was the level of simulation appropriate?
- Was it appropriate to only demonstrate the discussions and coordination of security actions/objectives? Was this sufficient to demonstrate capability?

Operating experience:

- Positive
- Negative

Good Practices noted:

ENCLOSURE