

September 6, 1995

MEMORANDUM TO: Those on the Attached List

FROM: Edward L. Jordan, Director
Office for Analysis and Evaluation
of Operational Data

SUBJECT: HEADQUARTERS MAJOR LESSONS LEARNED FROM
THE DRESDEN EXERCISE OF JULY 11, 1995



On July 11, 1995, a full-scale emergency preparedness exercise was conducted at the Dresden Nuclear Generation Station in Illinois. The NRC Operations Center and Region III Site Team participated in this exercise. In addition, the response organizations of the States of Illinois and Indiana and the Counties of Grundy, Will, and Kendall participated. Representatives from DOE, EPA, HHS/FDA, USDA, NOAA, and FEMA were involved in the Federal response which continued on July 12, 1995 at the simulated Federal Radiological Monitoring and Assessment Center (FRMAC).

The objectives of the exercise were as follows:

1. To evaluate Headquarters leading NRC activities throughout Standby and Initial Activation.
2. To test improvements in the Operations Center, such as the Executive Team telephone conference methods, the new ERDS screens, and the staffing and initial briefing procedures.
3. To assess strategies for improving the timeliness of Press Releases.
4. To test real time deployment of the site team from the Region III office.
5. To support the new Chairman in her role as the Executive Team Director.
6. To test the NRC responses as the Lead Federal Agency (LFA) coordinating FRMAC activities and the Advisory Team in support of State needs.

All of the objectives were addressed during the exercise. An attachment summarizes major lessons learned and follow-up actions being taken at Headquarters.

Overall, the exercise provided a valuable training opportunity for the agency, the licensee, the States, and other Federal agencies. Your participation in this exercise and your support of our response organization is greatly appreciated.

Attachment: As stated

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**MAJOR LESSONS LEARNED FROM THE
DRESDEN EXERCISE ON JULY 11, 1995**

NRC HEADQUARTERS OBJECTIVES

1. HQ in the lead for both the NRC response modes of Standby and Initial Activation went well. The HQ teams found the continuity helpful.

ACTION ITEM: Formalize the change in the concept of operations and update the NRC response plan and procedures.

2. The improvements in the Operations Center worked as designed. Additional areas that need improvement were identified.

ACTION ITEMS:

- a. The RST and Liaison Teams had a difficult time with the Response Computer System (RCS). Training on the RCS and possible modifications need to be pursued.
 - b. The PMT lost ACCU-Weather files while importing them into the RCS. This computer software issue will be corrected.
 - c. The status boards were not updated in a timely manner. Identify the required content and revise the PMT and RST status boards and develop procedures to ensure their timeliness.
 - d. The modified ERDS displays are a great improvement. However, the ERDS feed from the licensee was delayed considerably due to a failure of their communication server. Additionally, the use of two different scenario data sources caused a timing disconnect of a half an hour. The NRC Regional evaluators will give the licensee feedback on the data transfer problems.
 - e. The AEOD exercise coordinator is responsible for review of proposed scenarios to identify potential exercise vulnerabilities, such as conflicting data sources. The coordinator will be responsible for developing injects and other strategies to minimize the adverse impact on the exercise. The coordinator should work with licensee and State personnel, as necessary, to accomplish the objective.
3. The NRC press releases were timely. Coordination of NRC press releases and their content could improve if the exercise duration would allow for more real-time information exchange between the HQ Public Affairs (PA) and their State counterparts.

The technical support provided to PA was positive and should become a regular support. The NRC's ability to respond to the media, the Congress, or the public was not tested in this exercise.

Attachment

Action Items:

- a. Expand scenario play for PA in future exercises to allow real-time interaction with the State counterparts.
 - b. Add a technical briefer to be stationed in the Liaison Team room to provide technical assistance to the Liaison Team.
 - c. In the next full participation exercise scheduled for August 23, 1995, add injects to provide an intermediate level of stress to the Executive Team, PA, and Congressional Affairs ability to respond to external information demands.
4. This was the first exercise in which Chairman Jackson participated. While the Chairman was satisfied with the accuracy and timeliness of the technical briefings, she requested that steps be taken to put the technical information in a clearer safety context.

ACTION ITEM: ERB staff has discussed the Chairman's concerns with the members of her staff and is evaluating methods of graphically presenting safety function status. These methods will be deployed and tested in upcoming exercises.

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