



UNITED STATES
NUCLEAR REGULATORY COMMISSION

WASHINGTON, D.C. 20555-0001

September 19, 1995

MEMORANDUM TO: Those on the Attached List

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

SUBJECT: HEADQUARTERS MAJOR LESSONS LEARNED FROM
THE E. I. HATCH EXERCISE OF AUGUST 23, 1995

On August 23, 1995 a full-scale emergency preparedness exercise was conducted with the E. I. Hatch Nuclear Plant near Baxley, Georgia. The NRC Operations Center and Region II participated in this exercise. In addition, the response organizations of the State of Georgia and the Counties of Appling, Toombs, Tattnall, and Jeff Davis participated. Representatives from DOE, EPA, HHS/FDA, USDA, NOAA, and FEMA also participated. Observers in the Operations Center included visitors from Russia, Ukraine, and several news media representatives.

The principal exercise objectives for Headquarters were:

1. To demonstrate Headquarters' ability to lead the NRC response in Standby Mode.
2. To improve communications from the response teams to the Executive Team (ET).
3. To exercise the Executive Team's ability to respond to questions from senior Federal and state officials.
4. To demonstrate improved press releases and responses to technical questions.

At the completion of the exercise, a series of critiques was conducted to assess response team and equipment performance. Subsequently, staff meetings were conducted on August 24, 1995 and August 29, 1995 to review the overall NRC performance during the exercise, to determine if all exercise objectives had been adequately addressed, and to make recommendations for follow-up actions in light of the lessons learned during the exercise.

All of the objectives listed above were adequately addressed during the exercise. Attached is a summary of the major lessons learned and follow-up actions being taken at Headquarters as a result of the exercise.

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

Attachment: As stated

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OF AUGUST 23, 1995

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MAJOR LESSONS LEARNED FROM THE
HATCH EXERCISE ON AUGUST 23, 1995

NRC HEADQUARTERS OBJECTIVES

1. Demonstrate Headquarters' ability to lead the NRC response in Standby Mode.

The agency went into Standby Mode at 9:30 a.m. Headquarters assumed the lead for the NRC response and Region II provided support. Both Headquarters and Region II demonstrated the ability to perform key agency functions in the Standby Mode.

Follow-up actions include refining communications protocols between Headquarters and the resident inspector, consolidating initial notification procedures and establishing initial contact procedures with the State and licensee response organizations for Headquarters teams.

2. Improve communications from the response teams to the Executive Team.

Several new presentation tools were tested during this exercise. These tools were developed to assist team directors in communicating to the Executive Team the status and implications of the event, the status and adequacy of recommended protective actions and the status of the coordinated Federal, State and local response. Overall, these materials were very well received.

Follow-up actions include modifications to some of the briefing materials and investigating the incorporation of some of the materials into the NRC's Response Computer System. Additionally, the methodology for tracking Executive Team action items will be improved.

3. Exercise the Executive Team's ability to respond to questions from senior Federal and State officials.

The Executive Team had several communications with the Governor's representative, the FEMA Emergency Support Team Director and the National Security Council staff. These communications demonstrated the ability of the Executive Team, as Lead Federal Agency, to coordinate the FEMA non-radiological response with the radiological response and to act as the spokesperson for the Federal response.

Follow-up actions include the development of a chronological display of Executive Team communications with the White House, Congress, and other key contacts.

Attachment

4. Demonstrate improved press releases and responses to technical questions.

Press releases were timely and well written. The addition of the technical advisor's position to the Liaison Team was well received.

Follow-up actions include development of standard paragraphs to be selected as appropriate when creating press releases during an emergency.