

January 9, 1997

Carolina Power & Light Company  
ATTN: Mr. W. R. Robinson  
Vice President - Harris Plant  
Shearon Harris Nuclear Power Plant  
P. O. Box 165, Mail Code: Zone 1  
New Hill, NC 27562-0165

SUBJECT: MEETING SUMMARY - HARRIS EMERGENCY PREPAREDNESS PROGRAM

Dear Mr. Robinson:

This refers to a meeting held at the request of Carolina Power & Light Company on December 18, 1996, in Atlanta, Georgia. The purpose of the meeting was to discuss recent, ongoing, and proposed changes in the emergency preparedness program. It is our judgment that this meeting was mutually beneficial.

Enclosed are a list of attendees and Carolina Power & Light handout material. The agenda included discussions of the following topics: organizational realignment of the Emergency Preparedness Unit, improvements in communication between plant management and the emergency response organization, changes in the emergency preparedness training program, enhancement of emergency preparedness program performance, and proposed program changes currently under development.

In accordance with Section 2.790 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 M. B. Shymlock)

Milton B. Shymlock, Chief  
Reactor Projects Branch 4  
Division of Reactor Projects

Docket Nos. 50-325, 50-324  
License Nos. DPR-71, DPR-62

Enclosures: 1. List of Attendees  
2. Carolina Power & Light Handout Material

cc w/encls: (See page 2)

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PDR ADOCK 05000324  
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LIST OF ATTENDEES

Carolina Power & Light Company - Harris Plant

R. German, Manager, Plant Support Section  
R. Varley, Supervisor, Emergency Preparedness Unit

Nuclear Regulatory Commission - Region II

K. Barr, Chief, Plant Support Branch (PSB), Division of Reactor Safety (DRS)  
J. Kreh, Radiation Specialist, PSB/DRS

cc w/encls:

J. Cowan, Manager  
 Operations & Environmental  
 Support MS OHS7  
 Carolina Power & Light Company  
 P. O. Box 1551  
 Raleigh, NC 27602

J. W. Donahue  
 Director of Site Operations  
 Carolina Power & Light Company  
 Shearon Harris Nuclear Power Plant  
 P. O. Box 165, MC: Zone 1  
 New Hill, NC 27562-0165

Bo Clark  
 Plant General Manager - Harris Plant  
 Carolina Power & Light Company  
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T. D. Walt, Manager  
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W. D. Johnson, Vice President  
 and Senior Counsel  
 Carolina Power & Light Company  
 P. O. Box 1551  
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 Division of Radiation Protection  
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 Health & Natural Resources  
 P. O. Box 27687  
 Raleigh, NC 27611-7687

Karen E. Long  
 Assistant Attorney General  
 State of North Carolina  
 P. O. Box 629  
 Raleigh, NC 27602

Public Service Commission  
 State of South Carolina  
 P. O. Box 11649  
 Columbia, SC 29211

Chairman of the North Carolina  
 Utilities Commission  
 P. O. Box 29510  
 Raleigh, NC 27626-0510

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

Margaret Bryant Pollard, Chairman  
 Board of County Commissioners  
 of Chatham County  
 P. O. Box 87  
 Pittsboro, NC 27312

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 M. N. Miller, RII  
 R. Aiello, RII  
 N. Le, NRR  
 PUBLIC

NRC Resident Inspector  
 U. S. Nuclear Regulatory Commission  
 5421 Shearon Harris Road  
 New Hill, NC 27562-9998

OFFICE	RII:DRS	RII:DRS					
SIGNATURE							
NAME	J. Cowan	J. W. Donahue					
DATE	01 / 9 / 97	01 / 9 / 97	01 / / 97	01 / / 97	01 / / 97	01 / / 97	01 / / 97
COPY?	YES NO	YES NO	YES NO	YES NO	YES NO	YES NO	YES NO

# **Harris Nuclear Plant**

## **Emergency Preparedness Program Update**

**NRC Region 2 Presentation - 12/18/96**

**CP&L**

# Organization Realignment of the Emergency Preparedness Unit

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- **Emergency Preparedness Unit assigned on an interim basis to HNP Plant Support Section**
  - ◆ **Support Section contains Units with compatible / complimentary responsibilities**
    - **Security**
    - **Administrative Support**
    - **Computer / Telecommunications**
    - **Access Control**

# Improving Communication with HNP ERO

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- **EP Unit Self Assessment Program identified the need to improve / increase communication with the ERO**
  - ◆ **HNP Responder Newsletter**
  - ◆ **HNP Notebook Articles**

# ERO Proficiency Upgrade Initiative

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● Self assessments and critiques of recent drills identified a need to improve ERO proficiency and to realign select ERO staff talents. An upgrade initiative is underway consisting of:

- ◆ A series of facility specific Tabletop Seminars for all key response positions (November & December)
- ◆ An interfacility Tabletop Seminar for senior facility positions (December)
- ◆ Concluding with a series of “stop action” drills in January

# Enhancing Program Performance

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- **Increased line management involvement / ownership in the Emergency Preparedness Program**
  - ◆ **Senior Plant management response facility oversight**
    - **Plant V.P. - EOF, Dir. Site Ops. - TSC, Plnt. Mgr. - OSC & Site Comm. Mgr. - JIC**
- **ERO Mentoring process**



# Enhancing Drill Program Capabilities

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- **To be implemented in January '97**
  - ◆ **Drills will be conducted using a “stand alone” computer system to supply the electronic data to the response facilities**
    - **Being uncoupled from the Plant Simulator / restrictive Simulator schedule provides greater scheduling / conduct flexibility for the Drill Program**
      - Provides ability to schedule / conduct ERO training sessions / “training” drills
    - **Provides the ability to conduct “stop action” drills**

# ERO Training Program Initiatives

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- ERO Training Program responsibilities will be shifted to the EP Unit post '97 HNP Outage
- Training focus shifted from traditional classroom training to subject matter expert mentoring
  - ◆ Mentors drawn from senior ERO staff
  - ◆ Advantages include:
    - Improved education / transfer of knowledge
    - Increases consistency of performance
    - Expedites qualification process

# HNP EP Program Adjustments

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- **EP Unit working on two initiatives that will be submitted for NRC Prior Approval**
  - ◆ **Elimination of Annual Independent Contractor Survey of Public following Tone Alert Radio Annual Test**
    - 10 years of data indicate TAR Program meeting commitments
    - No value added by Survey
  - ◆ **Revision of HNP E. Plan Table 2.2-1 (On shift staffing) to align on shift complement with NUREG 0654 Table B-1**
    - Reduction of one HP position

# Emergency Plan Administrative Change

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- **With the next revision to the HNP Emergency Plan we will be withdrawing the document from the Plant Operating Manual administrative process**
  - ◆ **This change will reduce cost / manhours for maintenance of the document**
- **We will identify this change in the submittal to the NRC**
  - ◆ **The revision number for the document will reflect this change (rev. 0)**

# Wake County Park Development on Harris Lake

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- **Wake County Parks Department continues to move forward with the development of a Park at Harris Lake**
  - ◆ **A series of coordination meetings were held this summer between CP&L staff, representatives from Wake County Parks and EMA, and N.C. EMA staff**
  - ◆ **Draft Park Emergency Plan developed this fall and is currently under review by all parties**

# HNP Responder

Volume 1, No. 1

November 1996

**CP&L**

An ERO newsletter published by Harris Plant Emergency Preparedness

## Drill evaluations prompt EP changes

As a result of the evaluations of our recent Emergency Preparedness drills, the EP group on site is working to improve the efficiency of our Emergency Response Organization (ERO). To achieve that goal, a member of HNP senior plant management will be personally responsible for and involved in all aspects of each of our emergency facilities, including staffing, facilities, procedures and training. Bill Robinson will be in charge of the EOF, Joe Donahue will have the TSC, Steve Sewell will be responsible for the Control Room, Susan Crutchfield will be in charge of the JIC and Bo Clark will be responsible for the OSC.

In addition, EP staff members have been assigned personal responsibility for each facility: Ron Varley for the EOF, Howard Kellogg for the TSC, Amy Moss for the OSC, Ralph Bassett for the Control Room and Tami Causey for the JIC.

Another way we'll improve our efficiency as an ERO is to conduct tabletop seminars in each of our facilities (EOF, TSC, OSC and JIC) before the end of the year. Each facility will have one tabletop with the members of all four ERO shifts at once. Before these tabletop sessions and drills are conducted, each member of the ERO should review the procedures applicable to his or her position. The tabletops are scheduled for the following dates and times:

Emergency Operations Facility	Nov. 21	9:30 - 11:30 a.m.
Technical Support Center	Dec. 5	9:30 - 11:30 a.m.
Operations Support Center	Dec. 12	9:30 - 11:30 a.m.
Joint Information Center	Dec. 5	8:00 - 10:30 a.m. (HEEC boardroom)

An additional seminar will be held Dec. 17 for all four shifts of ERM's, SEC's, ERD's, POD's and Company Spokespersons.

For four successive Thursdays, beginning Jan. 9, 1997, we will conduct a series of training drills for the ERO that will allow us to stop drill play at critical points in the scenario to discuss and critique our performance on the spot.

By the completion of the January drills, the EP unit's goal is to have identified and trained enough people to fully staff all four shifts of the ERO. The additional drills and tabletop seminars should also give ERO members a chance to see how their counterparts on other teams handle problems and difficult situations, and learn best practices from each other. (See page 3 to find out about more programs designed to increase ERO efficiency.)

### Inside

- ERO schedule changes
- Monday notifications
- Drill evaluator program
- Mentoring program
- EP news & events

Enclosure 2

# Welcome to the *HNP Responder*

This is the first issue of the Harris EP unit's newsletter, the *HNP Responder*. The newsletter is designed to enhance communications with Emergency Response Organization members, provide important EP information and give ERO personnel a regular update on EP activities.



*Have a comment or question?  
Call Ron Varley, Harris EP  
Unit supervisor, at x2146.*

The *HNP Responder* will be published quarterly for all Harris ERO members, and the schedule may be adjusted later if necessary.

Because the newsletter is designed to answer your questions and help you perform well in your EP role, we need your help to make this a successful publication. Please contact Ron Varley at x2146, or drop him a note via MS Exchange, with any comments or suggestions.

## Monday notification of duty

With the new ERO shift schedule changes, you might have a little trouble at first remembering which week you have EP duty. To help with the change, the HNP Dialogic System will call key ERO members (via pagers and work phones) Monday mornings at 7:45 to remind those members that they are on EP duty for the week. Please call the EP group if you are notified improperly. If you have any comments about this new function, please contact Howard Kellogg at x2145.

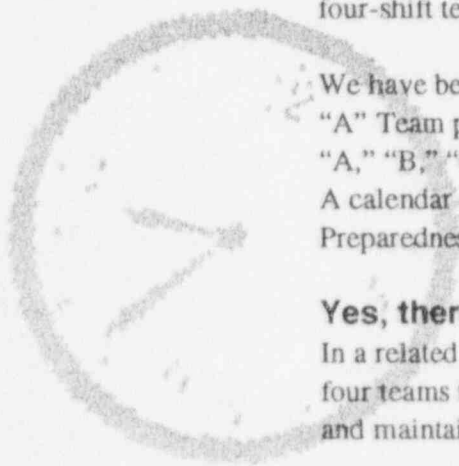
## ERO duty schedule changes

In response to an issue raised by many ERO members, beginning Nov. 18, the assigned duty weeks for ERO duty have been shifted. Because ERO assignments are based on a four-shift team rotation, the same team is always on duty during major holidays each year.

We have been in the existing duty rotation for almost three years. The week of Nov. 18, "A" Team personnel were assigned duty in place of "C" Team. The normal rotation of "A," "B," "C" and "D" will follow the reassignment and continue for the next two years. A calendar of the new ERO rotation is available on Harris View and at the Emergency Preparedness offices.

### **Yes, there are still four teams**

In a related issue, plant and EP management had discussed changing the ERO roster from four teams to three. After careful review, we have decided to stay with our current roster and maintain four ERO shifts.



# Drill evaluator and mentoring programs will increase ERO efficiency

The Harris Emergency Preparedness Unit will soon introduce two new programs designed to increase efficiency and improve training for the Emergency Response Organization personnel:

## Drill evaluator program

Beginning in 1997, ERO members from other shifts will be used as evaluators during emergency drills. For example, the JIC Communicator from "A" Team may evaluate his or her counterpart in the EOF during a "B" Team drill.

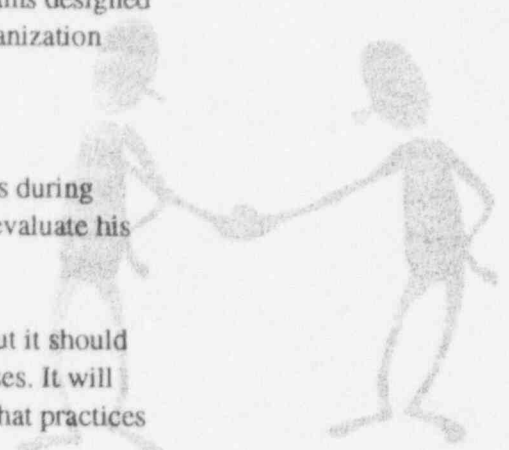
Not only will this increase the number of available evaluators for EP drills, but it should benefit the ERO members as well by increasing exposure to drills and exercises. It will also allow us to achieve more consistency between teams as evaluators see what practices are in use by their counterparts on other teams.

## Mentoring program

The mentoring program is a new addition to ERC training. When a new person is added to the ERO, he or she will review and sign the required lesson plans and procedures and attend specific classroom training if needed. That's been our approach to EP training all along.

In addition, key ERO positions will be assigned a mentor—someone who already has experience in that position. For example, if a new employee is assigned to be the JIC Technical Spokesperson on "C" Team, he or she would have someone who has already played that role as a mentor. The mentor and trainee will go to the appropriate facility (EOF, TSC, OSC or JIC) and spend time discussing the facility, equipment and position responsibilities. Then the trainee will take part in a drill before becoming qualified as an ERO member.

The benefits are obvious—learning about your ERO position from someone who already knows the job firsthand will be a big help in training, and will also help to achieve more consistency between ERO teams as best practices and techniques are developed.





# EP news & events

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## CP&L donates new boats for emergency use on Harris and Jordan Lakes

Before the end of the year, CP&L will donate five new boats to local agencies for use in emergency notifications on Harris and Jordan Lakes. Two of the boats will go to the Wake County Sheriffs Department, two will go to the NC Wildlife Commission, and the fifth boat will be donated to the NC Parks Department.

When the Harris Plant began commercial operation in 1987, we donated five boats to these agencies for use in emergency notifications connected with Harris Emergency Preparedness, and now it's time to replace them. Two of the boats have already been delivered to the plant and the rest will arrive later this month. Once the emergency equipment from the old boats is transferred to the new ones, the boats will be delivered to the agencies.

Some of the older boats will be refurbished and donated to local response agencies for uses not related to the Harris Plant EP program.



## 1997 calendars are here

This month, Harris Plant employees and residents within our 10-mile EPZ will receive new 1997 Harris Plant safety calendars.

The calendars feature photos and descriptions of North Carolina and South Carolina state parks and include important safety information for our neighbors.

The calendar project manager for this year was Lisa Tutor, HNP Site Communications Staff. The calendar design was by Donna Kanna in Corporate Communications and Community Relations in the General Office.

## **CP&L**

## Grass carp are HNP's newest weapon in the war on hydrilla in Harris Lake

by Bob Wilson, HNP Environmental Coordinator

Hydrilla is a non-native aquatic plant that is taking over the lakes of America. It was imported to this country as a plant for home fish aquariums, but as people got tired of the fish they would dump the aquariums into our lakes and rivers. Because of its ability to adapt, the hydrilla plant has quickly become a nuisance in many of the lakes in North Carolina. The plant is commonly transplanted from one lake to another by hitchhiking on a boat as it is transported for recreational use.

Hydrilla is a concern to the Harris Plant because during its reproductive phase it breaks off and floats to a new location to be transplanted. The floating filaments can be caught on our moving intake screens and cause decreased water flow for the

Emergency Service Water System and other lake water-supplied systems. As the hydrilla in the lake increases, the chance of screen blockage increases.

As with any war you need the right weapon to fight the battle. For this battle one of the better options was to import a fish that eats hydrilla. We've decided to use the Triploid Grass Carp, which eat about three times their weight in hydrilla per day. Last week, John LaFountain and James Nuckles worked by moonlight on Halloween Eve to stock 800 juvenile fish in Harris Lake. Mike Swing and Ron Hobbs of the Environmental Services Section at the Harris E&E Center have been managing the project.

*continued page 2*

### At a glance

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- 3 Message from Joe Donahue
- 4 Outage Corner
  - Responding to fire alarms
- 5 1996 Employee Survey schedule
  - Standard attire clarification
- 6 Control of Designated Vehicles
  - Facts & figures



A message from Bill Robinson

For a some time now, each of us at Harris has been expected to wear three hats: one for their regular job, one for refueling outages and one for emergency planning (EP). Recent events have shown that we need to refocus in the area of EP. Let me reemphasize my expectation regarding everyone's EP hat.

In the nuclear industry more than any other, we work to prevent emergencies from happening, but we plan extensively for them in case they do. It's not only the required thing to do from a regulatory perspective and the smart thing to do from a business perspective; it's the RIGHT thing to do period, for our neighbors and employees. EP is a priority at Harris Plant.

I know everyone is busy these days, but when you are asked to assume responsibilities in an ERO position or participate in an EP drill, you are expected to do so. Saying you "have too much to do" is not acceptable.

We've got some work to do in the EP area. We already had some vacant positions on some of our ERO teams, and now that we have sent personnel to help out at Millstone, we have more vacancies in some key positions. We also need to put a greater emphasis on the JIC organization and staffing. To address these issues, we are actively working to get our program where it should be in terms of the training, qualification and confidence of people in ERO positions.

We will be doing more EP drills in the near future. Practice makes perfect and a number of the problems we have seen recently have been as the result of not enough practice. Plant managers who have been assigned overall "ownership" of specific emergency response facilities for Harris will be leading this improvement effort with support from the EP and Training organizations. An effective Emergency Preparedness program is possible only when everyone in the ERO accepts ownership of their position and the

tools—procedures, equipment, etc.—that are necessary to fulfill the responsibilities of that position adequately. This may mean taking the initiative to personally check out equipment or supplies you will need before a drill begins, reading over procedures to make sure you know what your position's expectations are, or making sure you know how to use any software that may have been introduced since you last played in a drill. (Remember Covey: "Begin with the end in mind.") Don't leave your successful performance (or lack thereof) in a drill up to someone else.

I hope we never need to respond to a real emergency at Harris. But we must have the confidence that we can to respond to one at any time. That means having your EP hat nearby—and putting it on when you are requested to do so.

*Bill Robinson*

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## Grass carp, cont.

The grass carp are raised at a fish farm until they are 12 to 14 inches long and then shipped to the buyer for release into a hydrilla-infested lake. The reason smaller fish are not used is because they usually become lunch for the large sport fish like the Large Mouth Bass.

The grass carp have been genetically altered to prevent them from reproducing, and the State of NC limits how many grass carp can be released per acre of the lake. This will ensure that adequate aquatic vegetation is available for other fish to use for food or shelter. Bass fishermen can be assured that fishing in Harris Lake should continue at the present level.

## Harris Notebook

The Harris Notebook is published for employees of the Harris Nuclear Plant.

Editor: Michele Warren

Site Communications Mgr.:  
Susan Crutchfield

If you would like to submit an article or idea, please contact Michele Warren at HNP Zone 1, via e-mail or x2166. The deadline for submissions is noon on Wednesday for the following week's Notebook.

## CP&L

## Heads up! Radwaste goal in jeopardy

*It's up to us to meet it*

### Note:

Due to the Thanksgiving Day holiday, there will not be a newsletter published the week of Dec. 2. The *Harris Notebook* will return Dec. 9.

It's crunch time at HNP if we want to meet our radwaste goal for 1996. As of the end of October, we were reeeeeeeally close to exceeding our year-end radwaste target of 155 cubic meters. As you can see from the graph on this page, we only have 16 cubic meters left in our "safety margin," so to speak, with six weeks left to go. It's a tough challenge, but with careful attention and smart thinking, **WE CAN STILL MAKE THIS GOAL.**

2 Consider using reusable materials (things that can be deconned) instead of disposables.

3 Avoid mixing clean material with known contaminated material. Don't automatically throw questionable items in the contaminated trash bags—find out if something is contaminated or not. It may be clean.

*continued page 3*

### At a glance

- 2 Message from Joe Donahue
- 3 4Cs response  
Last chance for Employee Survey
- 4 HNP recognized by INPO
- 5 QA Award nominees  
Join CP&L's grassroots network
- 6 QA/Vital records responsibilities
- 7 1997 Safety Council schedule  
1997 Safety Council officers
- 8 Weekly dose report  
First Night Raleigh  
Facts & figures

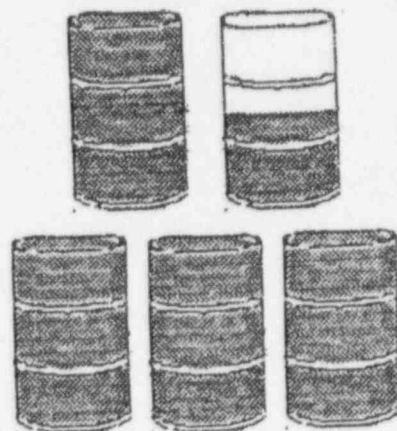
### Why is meeting the radwaste goal important to you?

- On a personal level, meeting this goal means money (stock) in your pocket. The volume of low-level waste generated is one of our Employee Incentive Goals for NGG.
- On a department and company level, disposal of radwaste costs money (\$22,969 per cubic meter of Dry Active Waste), and if we have to spend extra money taking care of our radwaste, we'll have to make necessary O&M cost reductions somewhere else.

### What can you do?

- 1 Take only what is absolutely necessary to do a job—tools, materials, etc.—into the RCA.

### Radwaste generated year-to-date



1 barrel represents 31 m<sup>3</sup>

Recently Bill Robinson reemphasized the responsibility that each of us has to support our Emergency Preparedness activities. He also outlined measures we are taking to improve our depth in some positions and our overall proficiency in all positions. I want to add to Bill's comments on this important issue.

Many of you will be getting notifications of expected reading, training sessions, table top drills and tests for ERO qualification. When you get these notices, you may discover that you are slated to fill a new position, moved to a new facility, or, in some cases, added to the roster for the first time. These changes were made after considering the needs of the entire ERO, not just individual facilities. We needed to increase our technical expertise in some positions, we needed to improve our bench strength in others, and we wanted to give some folks the opportunity to try new positions as part of their rotational training. No one was "demoted." Every position in the ERO is important. In order to make our overall Emergency Preparedness program as successful as possible, we simply broadened our focus and looked at each facility as part of a greater organization and each position as a member of a greater team.

As Bill stated, we are going to do a better job of training people for their EP positions and giving them more practice in their respective facilities using the equipment and materials they will be using if should there ever be a real emergency. We've increased accountability for making this happen. Each position will have a "mentor," someone who has experience in that role who can coach new people on what to do and how to do it. Each facility also has its own owner/mentor now. They are:

Control Room:	Steve Sewell
Operations Support Center:	Bo Clark
Technical Support Center:	Joe Donahue
Emergency Operations Facility:	Bill Robinson
Joint Information Center:	Susan Crutchfield

We began facility-specific training last week, and that process will continue over the next several weeks. Then beginning January 9, we will conduct four weekly drills in each facility with all ERO positions participating. This will allow us to "compare notes" and see how different people would respond to the same events and circumstances. Through that, we can identify and incorporate best practices.

The next few months will be EP intense at Harris. We have a 50-mile Ingestion Pathway Zone graded exercise next year that will require a great deal of planning and preparation. We also need to be able to adequately respond at any time to any emergency that could conceivably happen here at the plant. Your support — not just that of the EP staff — is essential to ensuring that we are ready.



## Harris Notebook

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**Editor:** Michele Warren

**Site Communications Mgr.:**  
Susan Crutchfield

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