

U.S. DEPARTMENT OF ENERGY  
NATIONAL NUCLEAR SECURITY ADMINISTRATION  
NEVADA OPERATIONS OFFICE

**2002**



**Strategic  
Plan**

***Accomplish Our Missions...  
Foster Growth Of The  
Nevada Test Site***



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## MESSAGE FROM THE MANAGER

In FY 2000, the Nevada Operations Office issued a Strategic Plan which sought to focus our vision more sharply, institutionalize our enduring stockpile stewardship mission, and define our significant strategic initiatives and goals through FY 2001. I am pleased to report that with the cooperation, partnership, and teamwork with our principal contractors, the National Laboratories, other federal agencies, and community and educational leaders, we successfully accomplished our short-term goals and objectives and have validated our strategies for our path forward.

The FY 2002 Strategic Plan builds on our successes and further articulates our strategies to support the stockpile and nuclear weapons complex, nonproliferation, environmental management, technology diversification, emergency management, and community partnerships.

Our vision is clear. The Nevada Test Site is a national asset for supporting experimentation, testing, training, and demonstration for defense systems and advanced high hazard operations. We are the leader for rapidly designing, developing, and implementing the technological support required for experiments and tests of our national defense customers.

This Strategic Plan identifies our near-term and long-term expectations for accomplishing our vision. To achieve our expectations we will improve efficiencies and enhance the capabilities of the Nevada Test Site to support assigned missions; continuously improve management systems; develop new mission opportunities for the long-term future of the Nevada Test Site; build advocacy for the Nevada Operations Office; and strengthen workforce capability.

I value and look forward to the continued dedicated support of all of our strategic partners in the successful accomplishment of our vision, strategic initiatives, and goals as we continue to perform the critical missions of the Nevada Operations Office.



A handwritten signature in black ink that reads "K A Carlson".

Kathleen A. Carlson, Manager

# MISSION

The primary role of the Nevada Operations Office is to ensure the successful accomplishment of assigned activities in a safe, secure, efficient, and environmentally responsible manner.

## **Nevada Operations Office current missions are:**

**National Security** - Support the Stockpile Stewardship Program through subcritical and other weapons physics experiments, test readiness, emergency management, training and demonstration for defense systems, advanced high hazard operations, and other national security experimental programs.

**Environmental Management** - Support environmental restoration, groundwater characterization, and low-level radioactive waste management.

**Stewardship of the Nevada Test Site (NTS)** - Manage the land and facilities at the NTS as a unique and valuable national resource.

**Technology Diversification and Economic Diversification** - Support traditional and nontraditional departmental programs and commercial activities that are compatible with the Stockpile Stewardship Program.

# VISION

The Nevada Test Site is a national asset for supporting experimentation, testing, training, and demonstration for defense systems and advanced high hazard operations. We are the leader for rapidly designing, developing, and implementing the technological support required for experiments and tests of our national defense customers.





# OPERATIONAL PHILOSOPHY

Mutual cooperation, partnership, and teamwork form the foundation of our operational philosophy. From its inception, the Nevada Operations Office has had a strong tradition of teaming with its principal contractors, the National Laboratories, other federal agencies, and community and educational organizations in achieving common objectives. These partnership approaches to the development of science and technology have led to many successful programs, such as nuclear weapons experimentation programs, Threshold Test Ban Treaty verification activities, development of radioactive waste management technologies, advanced electronic diagnostic systems, nuclear emergency search capabilities, aerial measurements, and sophisticated remote sensing technologies. Nevada Operations Office partnerships provide skilled support in nuclear device operations and testing, remote field operations, physical and environmental sciences, and design and fabrication of electronic and mechanical systems. These partnerships continue to produce a cadre of competencies, capabilities, and assets that are unparalleled. Key organizations in our business partnerships include:

**Nevada Operations Office** - Provides Federal management and oversight for all activities conducted at the NTS and offsite locations.

**National Laboratories** - Conducts experiments at the NTS to ensure the integrity of the nation's nuclear weapons stockpile.

**Bechtel Nevada (BN)** - Performs management and operational (M&O) activities at the NTS and offsite locations; and provides engineering, construction, and diagnostics development and fielding for experimental work done at the NTS and offsite locations.

**Defense Threat Reduction Agency (DTRA)** - Conducts experiments on the effects of conventional weapons that are focused on improving military operations and techniques.

**Wackenhut Services, Inc. (WSI)** - Performs security-related services at the NTS and Las Vegas, Nevada locations.

**IT Corporation (IT)** - Performs environmental assessment and characterization activities at the NTS and other offsite locations.

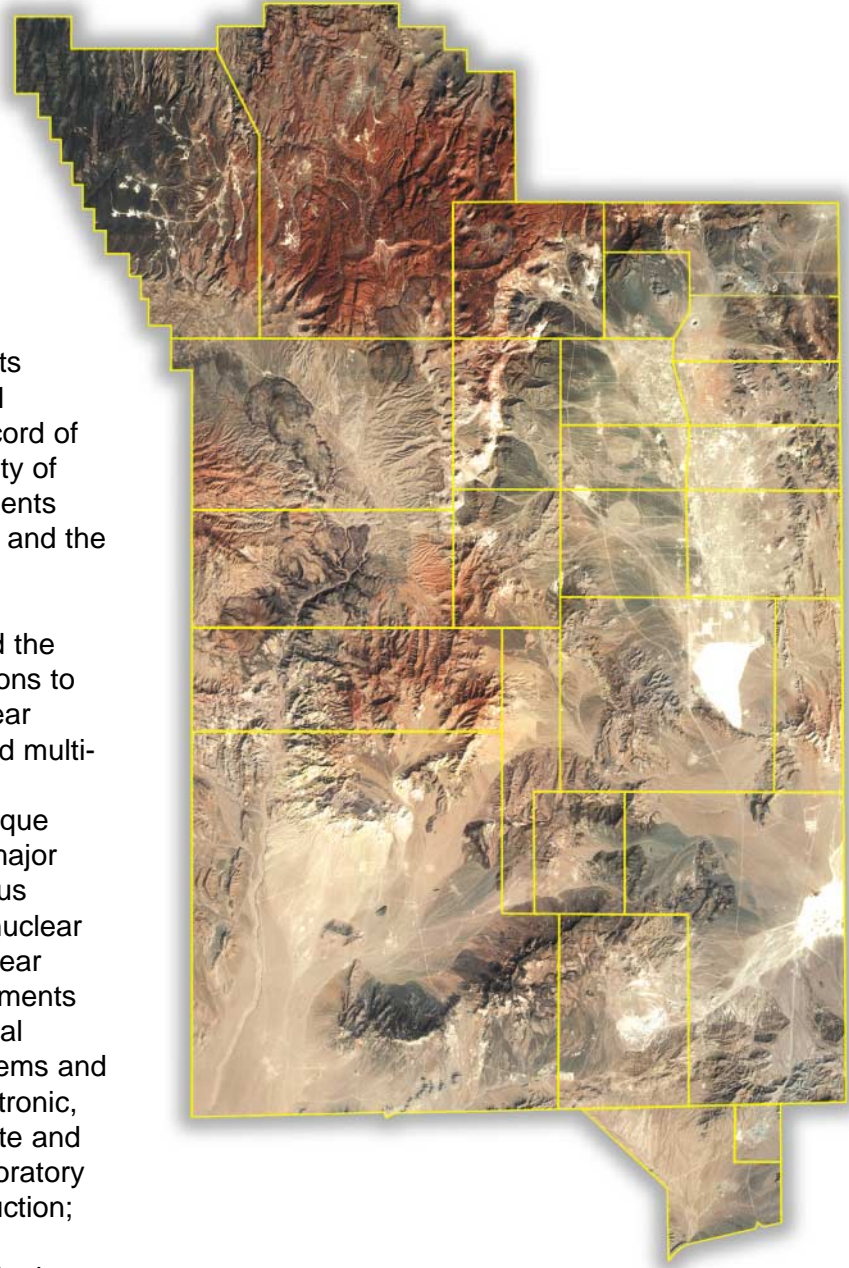
**Nevada Alliance for Defense, Energy and Business** - Interacts with community leaders to maximize the utilization of NTS assets.



# UNIQUE CAPABILITIES

Nevada Operations Office assets include the NTS, a unique expanse of federally controlled land and facilities in a remote region of southern Nevada. The approximately 1,375 square miles that make up the NTS are surrounded by the Nevada Test and Training Range and unpopulated land controlled by the Bureau of Land Management. The geology, hydrology, meteorology, and radiological environments are well characterized. The Environmental Impact Statement and the associated Record of Decision allow for the execution of a variety of complex and unique projects and experiments while ensuring the protection of the public and the environment.

The Nevada Operations Office has served the nation well in developing innovative solutions to complex problems involving Special Nuclear Materials (SNM); hazardous materials; and multi-agency, integrated operations. The NTS represents the United States' singular, unique capability to support nuclear testing and major experiments that involve SNM or hazardous materials. Strong competencies such as nuclear safety and nuclear explosives safety; nuclear explosives operations; remote field experiments and operations; physical and environmental science; nuclear waste management systems and technology; design and fabrication of electronic, mechanical, and structural systems; remote and robotic sensing; management of multi-laboratory facilities, mining, engineering, and construction; and chemical, explosives, and hazardous materials systems and technology reside in the skilled employees of the Nevada Operations Office partnerships. They exist at facilities located in Nevada, California, New Mexico, and Washington, D.C. Included are a wide-range of facilities, laboratories, and equipment which support the



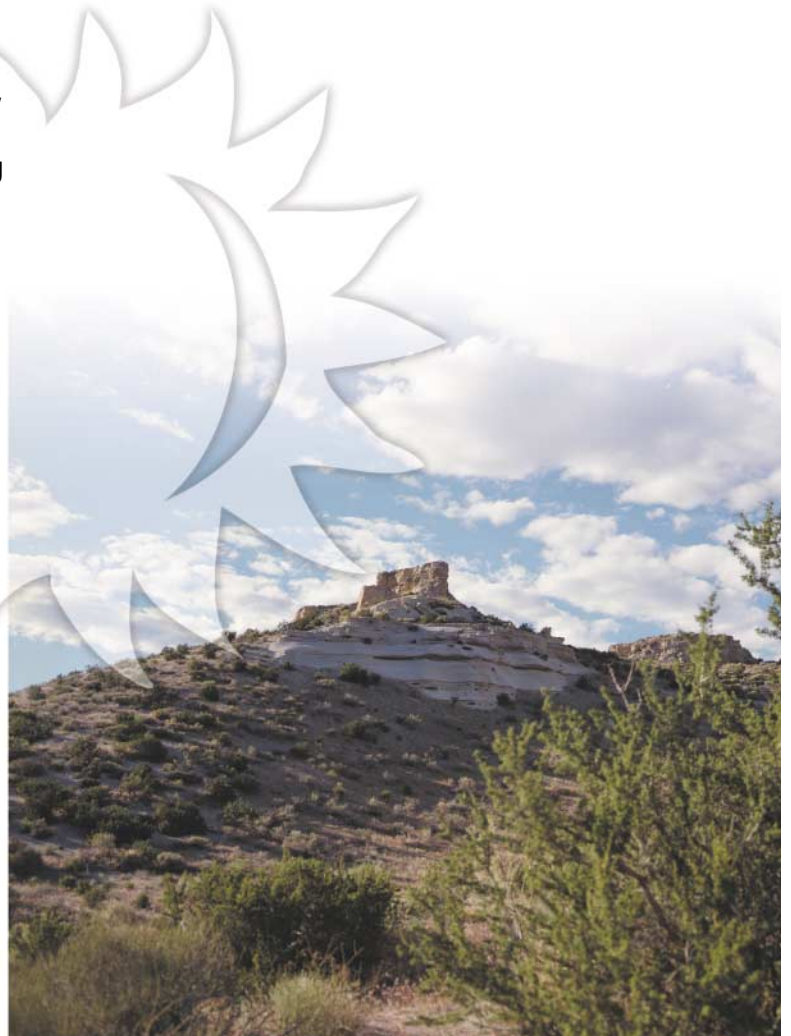
custom design and construction of experimental systems ranging from small electronic or remote sensing packages to fielding complex laboratories in hostile environments for use anywhere in the world.



# CORE VALUES

The Nevada Operations Office vision will be achieved by aggressively pursuing each strategic initiative through application of core values. These beliefs define the pathway to success.

- We pursue the highest standard of ethical behavior with honesty, integrity, and respect for employees, customers, and suppliers.
- We are committed to safety by providing a work environment where safety is of the utmost importance and employees take responsibility for their own safety and the safety of their coworkers.
- We are customer-oriented and provide our customers the best value by constantly striving to improve the quality and cost-effectiveness of our products.
- We are committed to excellence and encourage creativity and innovation to achieve a clear, competitive advantage.
- People are our most important resource and we provide opportunities for employees to grow professionally and personally by giving them technical challenges, opportunities, and training to develop their skills.
- We value diversity in terms of ethnicity, gender, age, disability, life-styles, skills, disciplines, and thinking styles.
- We respect the environment and perform work in a manner that safeguards the environment.
- We are a responsible member of the community by encouraging opportunities for economic growth and respecting community programs through contributions of time, personal involvement, and financial support.
- We leverage our unique culture of teamwork by encouraging individuals to use and share their individual experience, skills, and knowledge to foster creative and cooperative problem solving.
- We believe empowerment and accountability are essential, and individuals and teams are empowered to improve the processes by which we do business, address customer concerns, and make technological advances.
- We encourage open communication of information, both internally and externally, as the basis for establishing credibility and sound continuing relationships.



# STRATEGIC INITIATIVES

The Nevada Operations Office has identified strategic initiatives that represent the priorities of this office and contribute to the successful accomplishment of the mission elements. It is recognized that many of the goals may span a period of 3 to 5 years to fully achieve. Each goal is supported by specific objectives to measure progress. Additionally, an action plan is created for each objective to establish tactics, milestones, and metrics for near-term accomplishments.

## STRATEGIC INITIATIVE

### **Improve Efficiencies and Enhance Capabilities of the NTS to Support Assigned Missions**

#### **Goal**

- Enhance the capability to conduct experimental and hazardous work at the NTS.

#### **Objectives**

- Improve U1a Complex to enhance the safety and efficiency of the subcritical experimental program.
- Demonstrate Joint Actinide Shock Physics Experimental Research (JASPER) Facility to be a world-class, one-of-a-kind, two-stage gas gun.
- Successfully relocate the Atlas pulse power machine to the NTS.
- Upgrade facilities to support Weapons of Mass Destruction training and exercises.
- Maintain state-of-the-art emergency response capabilities.
- Expand capabilities to support Work-for-Others programs at the NTS.

#### **Goal**

- Effectively manage land, facilities, and infrastructure at the NTS.

#### **Objectives**

- Implement NTS Site Development Plan and Ten Year Comprehensive Site Plan initiatives.
- Update the site-wide Environmental Impact Statement.
- Meet or exceed safety, security, and maintenance standards for NTS facilities.
- Meet Recapitalization Initiative commitments and complete new construction on schedule and within budget.





## STRATEGIC INITIATIVE

### Goal

- Ensure continued capability to conduct environmental management activities.

### Objectives

- Meet all Federal and state regulatory requirements.
- Maintain capability to receive and dispose of low-level waste at the NTS.
- Conduct hydrological investigations and modeling to support the Underground Test Area Program.
- Complete planned shipments of transuranic waste to the Waste Isolation Pilot Plant.
- Complete planned remedial actions on NTS boreholes.

### Goal

- Strengthen and integrate business practices at the NTS.

### Objectives

- Complete implementation of a streamlined NTS contractor organization.
- Increase the proportion of direct work and full-time equivalents to total investments and employees.
- Ensure “Earned Value” concepts are applied to the management of all NTS programs.
- Exercise leadership in National Nuclear Security Administration enterprise-wide initiatives including information technology and records management.

### Continuously Improve Management Systems

#### Goal

- Ensure full implementation of the Nevada Operations Office management system.

#### Objectives

- Continuously improve management system directives based on continuous feedback.
- Ensure that the orders, policies, standards, Work Smart Standards, and guidance are value-added and complementary.
- Apply appropriate oversight of contractor user operations.
- Integrate project management and systems engineering concepts into program management.



## STRATEGIC INITIATIVE

### Develop New Mission Opportunities for the Long-Term Future of the NTS

#### Goal

- Maintain ability to resume nuclear testing.

#### Objectives

- Proactively participate in test readiness reviews.
- Review facilities and infrastructure to ensure capacity or functionality to provide adequate mission support.

#### Goal

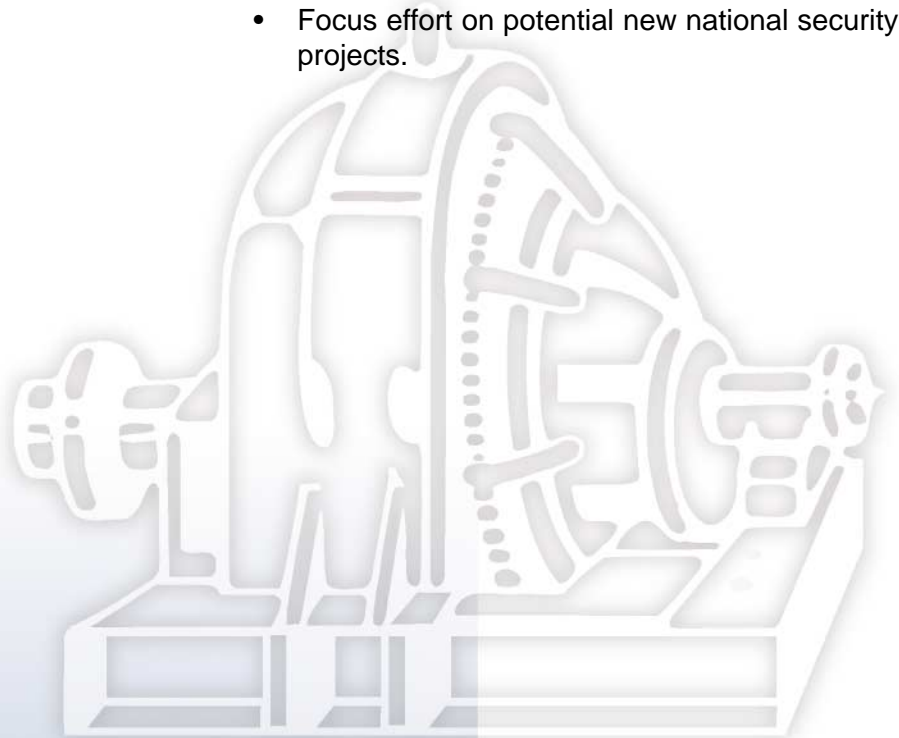
- Focus effort on potential new national security projects.

#### Goal

- Ensure long-term maintenance of the Integrated Safeguards and Security Management (ISSM) and Integrated Safety Management (ISM) programs.

#### Objectives

- Develop policies and plans for long-term maintenance of ISM.
- Meet commitments for implementing ISSM and the ISM programs.
- Meet all security standards for Nevada Operations Office facilities, operations, and cyber security programs.







### **Objectives**

- Support G-tunnel as a location to safely characterize or destroy improvised or damaged nuclear devices.
- Obtain support for, design, and begin construction of an experimental support facility in the forward area of the NTS.
- Expand high hazard U.S. Department of Energy (DOE)/U.S. Department of Defense project work at the NTS.
- Acquire a new mission for the Device Assembly Facility and begin operations.
- Expand partnership with Nevada Test and Training Range, and Range Commander's Council.

### **Goal**

- Support growth of science and technology activities through a diverse suite of new DOE, Work-for-Other federal agencies, and commercial activities.

### **Objectives**

- Expand the alternative energy program portfolio in support of congressional initiatives.
- Demonstrate concept and establish development program for the Advanced Monitoring Systems Initiative.
- Support the NTS as a candidate for the Advanced Accelerator Applications Initiative.

## STRATEGIC INITIATIVE

### Build Advocacy for the Nevada Operations Office

#### Goal

- Strengthen current customer relationships, build new business opportunities, and support educational outreach programs.

#### Objectives

- Partner with universities and others to maximize utilization of Atlas and JASPER.
- Enhance customer relations and strengthen working relationships with all customers.
- Support science and educational outreach programs.

## STRATEGIC INITIATIVE

### Strengthen Workforce Capability

#### Goal

- Attract, recruit, develop, reward, and retain the best federal and contractor workforce possible.

#### Objectives

- Develop a Federal Human Capital Management Plan.
- Achieve objectives for hiring and retaining critical personnel.
- Develop an orientation, continuing education, and improvement program for the workforce.
- Develop and implement program to reward top performers and acknowledge accomplishments.

#### Goal

- Establish accountability at all levels of operations.

#### Objectives

- Hold managers and contractors accountable for program and service results.
- Hold individuals accountable for meeting performance goals.







***Accomplish Our  
Missions...  
Foster Growth  
Of The Nevada  
Test Site***

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