

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

2003



*Keeping America
Free!*

Strategic Plan

**Accomplish Our Mission...
Foster Growth of the
Nevada Test Site**

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MESSAGE FROM THE MANAGER

Our FY 2002 Strategic Plan focused on building on our successes and articulated strategies to support the stockpile and nuclear weapons complex, nonproliferation, environmental management, technology diversification, emergency management, and community partnerships. With exceptional teamwork, dedication, and hard work by all associated with the Nevada Test Site our accomplishments were extraordinary. To cite a few of our many successes, we improved our safety systems and facility representative program, completed the planned subcritical experiments and deployed the Nuclear Emergency Support Team (NEST). This year saw a number of shots using surrogate materials at the Joint Actinide Shock Physics Experimental Research (JASPER) Facility, a two-stage gas gun. These "cold" shots are setting the stage for when the gun is "hot", that is, using special nuclear material this fiscal year. The building that will house the Atlas pulse power machine was completed and shipments of the machine to the Nevada Test Site from Los Alamos, New Mexico have begun. Waste Management safely and economically disposed of 2.4 million cubic feet of low-level waste and we are on the verge of beginning shipments of transuranic waste to the Waste Isolation Pilot Plant. Clean-up of Industrial Sites on the Nevada Test Site accelerated this year and the environmental management program accelerated its clean-up plan for contaminated soils. In addition, we started the expansion of the National Center for Combating Terrorism, expanded nuclear nonproliferation work, completed significant work for the military and other federal agencies and volunteered to lead and participate on National Nuclear Security Administration reorganization and reengineering teams.

We are clearly on a focused path to achieve our vision of being a national asset and the leader for high hazard operations, experiments, and tests for our national security customers. But as we formulated our short and long term goals in our FY 2002 Strategic Plan, we could not have envisioned the cataclysmic events that have taken place in the last year which have rocked the security of our country.

When we met to formulate our FY 2003 Strategic Plan, we felt compelled to ask the question -- since we are the national site for high hazard experimental work and operations, how can we do our part in resolving the pressing national issues that have ensued while continuing to perform the critical missions of the Nevada Operations Office. I believe this Strategic Plan clearly addresses this question, identifies our ongoing strategies for accomplishing our vision, and articulates the ways that we are able to make positive and significant contributions to our Nation's ability to meet the challenges it faces.

I appreciate your dedicated support as we continue to perform the critical missions of the 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, nuclear 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 operating (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.

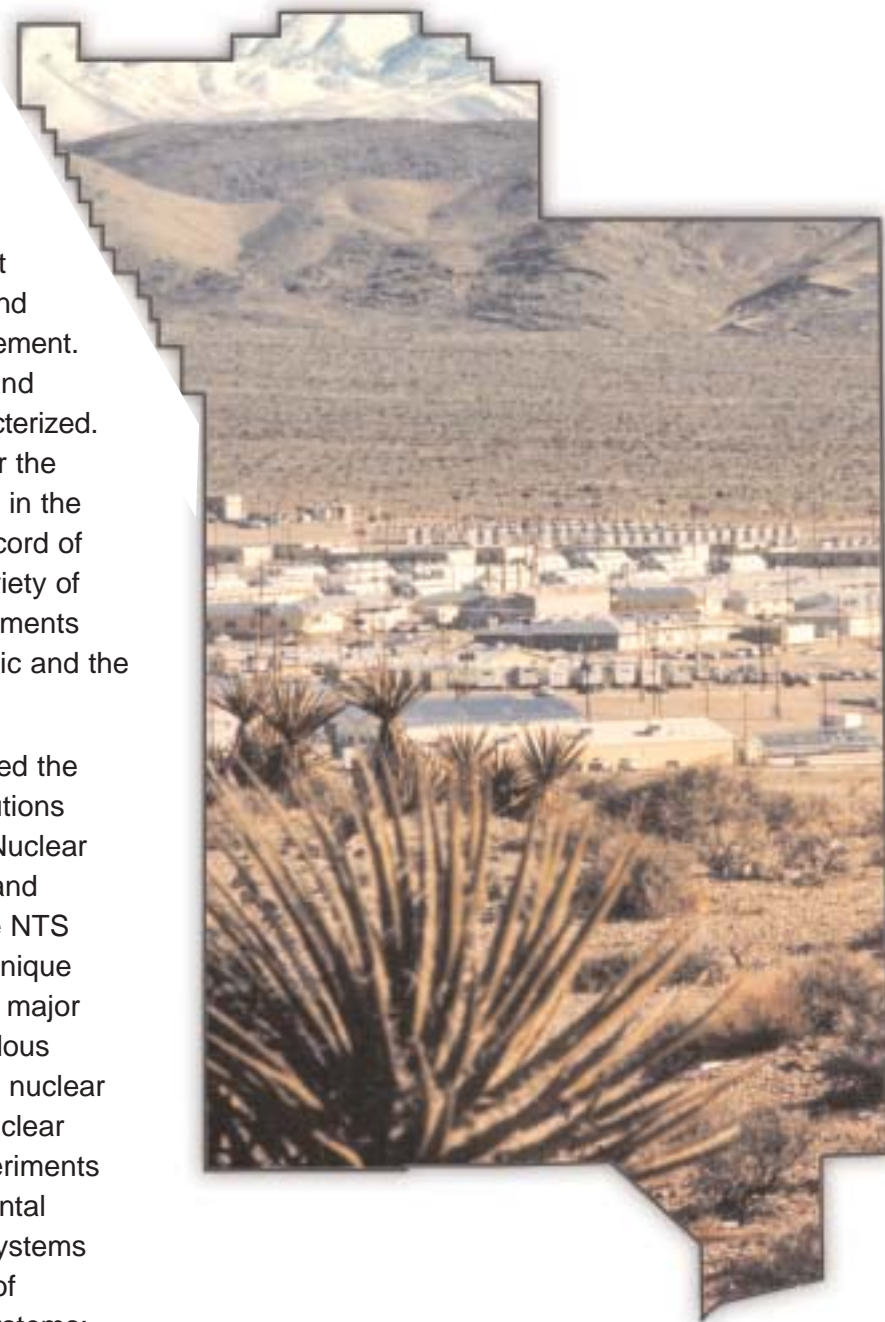
Nevada Alliance for Defense, Energy and Business - Interacts with community leaders to maximize the utilization of NTS assets.



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 for the Nevada Test Site and Off-Site Locations in the State of Nevada 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 sciences; 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

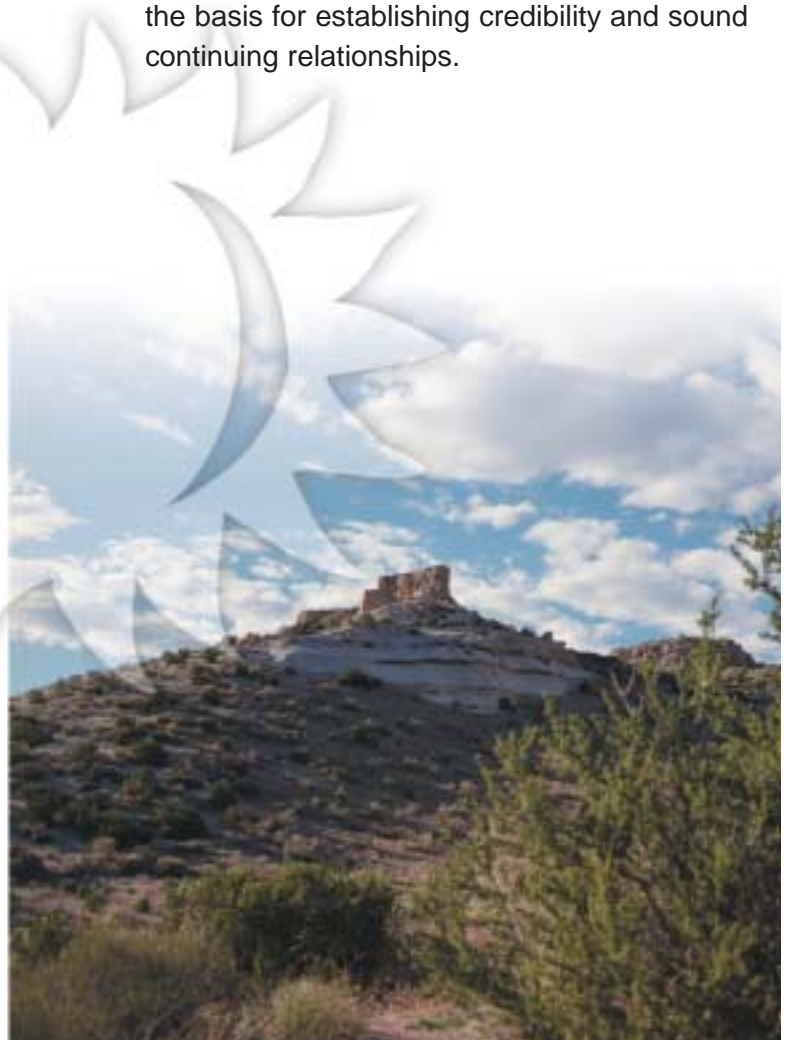


Mexico, and Washington, D.C. Included are a wide-range of facilities, laboratories, and equipment which support the custom design and construction of experimental systems ranging from small electronic or remote sensing packages to fielding complex laboratories in hostile environments for use anywhere 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

Achieve Mission Work, Improve Efficiencies, and Enhance Capabilities at the NTS

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 experiment program.
- Demonstrate proficiency in developing and deploying technology for weapons programmatic objectives.
- Demonstrate improved test readiness posture.
- 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.
- Maintain state-of-the-art emergency response capabilities.
- Enhance national security capabilities.

Goal

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

Objectives

- Update the annual NNSA/NV Ten Year Comprehensive Site Plan.
- Meet Facilities and Infrastructure Recapitalization Program commitments for planning, construction, and exceeding of facilities activities within scope, cost, and schedule.
- Identify appropriate level of risk for the NTS that links to staffing.
- Evaluate the impacts from external entities on the land, facilities, and infrastructure and provide recommendations for preserving the NTS.
- Formalize an operational team concept.
- Develop a single institutional approach to facility operations.
- Build upon environmental stewardship programs at the NTS.
- Identify sensitive environmental resources and take appropriate measures to protect them.
- Ensure all current or legacy health hazards are identified and mitigated in order to protect the public, workers, and the environment.



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

- Enhance business management systems to ensure effective and efficient conduct of business activities.
- Demonstrate effective project management to ensure cost efficiency and timely performance with quality results.

- Collaborate with management and contractors to strengthen the Small Business Program and the achievement of socioeconomic goals.

STRATEGIC INITIATIVE

Strengthen Workforce Capability

Goal

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

Objectives

- Manage excepted service allocations.
- Recruit to fill critical skill gaps in accordance with staffing plans and in considerations of diversity objectives.
- Develop and implement, where possible, a retraining program.
- Continue to support employee job related training and educational requirements and provide for career development opportunities.
- Reward superlative performance and evaluate FY 2002 Employee Recognition and Award System.



Goal

- Increase supervisory proficiency.

Objectives

- Establish supervisor and team leader training programs.
- Implement NNSA Supervisory Appraisal System.

Goal

- Implement corporate NNSA reengineering efforts.

Objective

- Implement the orderly transition of the Nevada Operations Office to a site office and a service center.

Goal

- Establish accountability at all levels of the organization.

Objectives

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

STRATEGIC INITIATIVE

Continuously Improve Management Systems

Goal

- Improve NNSA/NV complex safety systems.

Objectives

- Develop and implement a nuclear safety management framework.
- Pilot contractor self-assessment certification program.
- Develop NNSA/NV self-assessment approach.
- Continue to mature the ISM/ISSM systems and identify areas for potential integration.

STRATEGIC INITIATIVE

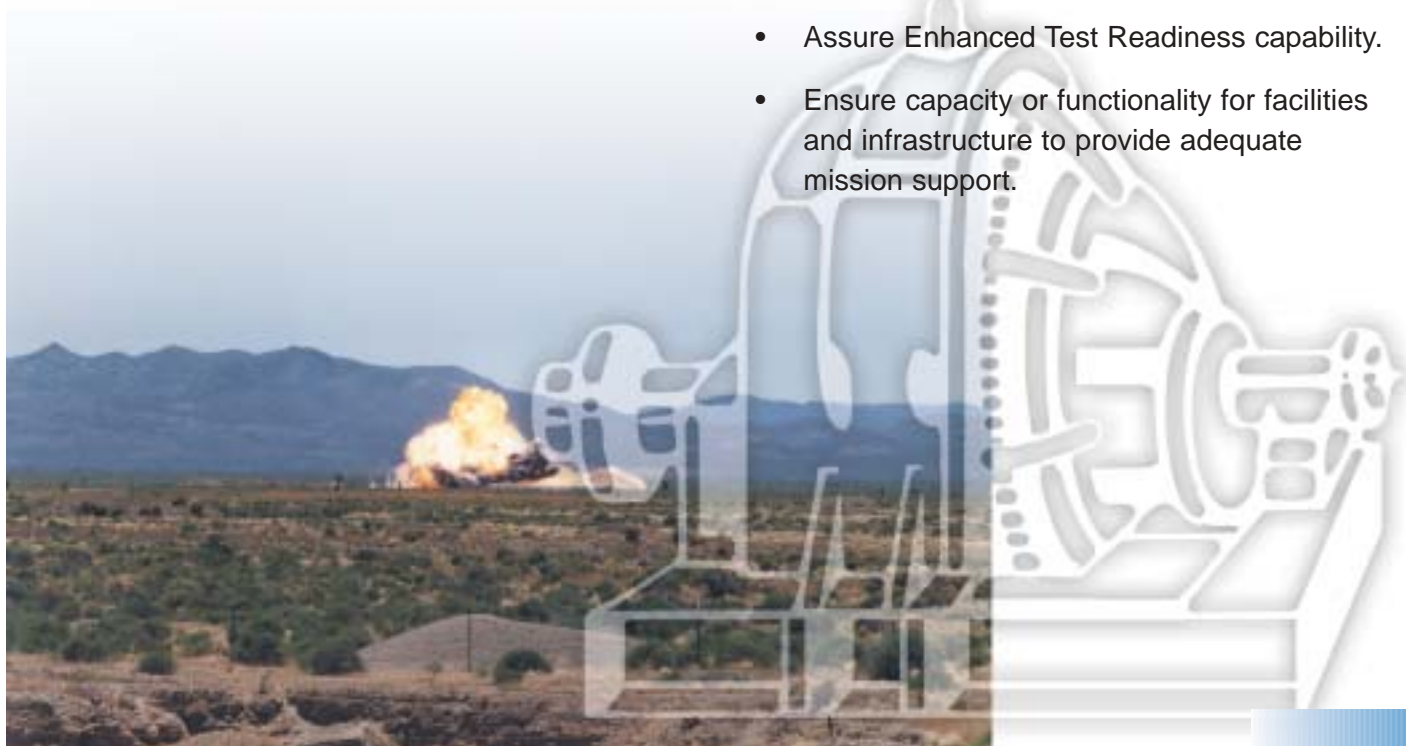
Develop New Mission Opportunities for the Long-Term Future of the NTS

Goal

- Maintain ability to resume nuclear testing.

Objectives

- Proactively participate in test readiness reviews.
- Assure Enhanced Test Readiness capability.
- Ensure capacity or functionality for facilities and infrastructure to provide adequate mission support.





Goal

- Focus effort on potential national security projects.

Objectives

- Transfer TA-18 operations to the Device Assembly Facility.
- Expand partnership with Nevada Test and Training 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 alternative energy activities in support of congressional initiatives.

- Expand the Advanced Monitoring System Initiative program.
- Expand work done for the Office of Defense Nuclear Nonproliferation and establish development program for counter terrorism sensor development.

Goal

- Focus on the development of the National Center for Combating Terrorism.

Objectives

- Assist Headquarters in establishing a champion for this activity.
- Develop the plan to establish NCCT infrastructure and facilities at the NTS.
- Initiate preliminary design effort for planned facilities.

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- Develop training protocols for First Responder training.
 - Start first cycle of standardized training sessions.

STRATEGIC INITIATIVE

Strengthen Collaborative Efforts

Goal

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

Objectives

- Expand university partnership in Atlas, JASPER, or other area.
- Build relationships with Yucca Mountain.
- Continue to find avenues for partnership teaming successes among Nevada, the National Laboratories, BN, WSI, Environmental Management, and the U.S. Department of Defense.

Goal

- Focus and improve consistency of communications across the NTS at all levels.

Objectives

- Partner with key customers to successfully launch and implement national initiatives.
- Develop a workable model for Nevada site operations.
- Strive for consistency in areas of nuclear operations and emergency response.





Accomplish Our Mission... Foster Growth of the Nevada Test Site

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DOE/NV—867
November 2002