



Department of Energy - Idaho Operations Office FY-2011 and Beyond Strategic Plan



Introduction

The Department of Energy Idaho Operations Office (DOE-ID) 2011 Strategic Plan and Beyond outlines the Federal workforce mission, vision, strategies, objectives, responsibilities, and expectations that will sustain the successful accomplishment of the Idaho National Laboratory (INL) Site mission. DOE-ID's Strategic Plan is aligned with the DOE Headquarters Strategic Plan and DOE-ID's efforts toward becoming an internationally recognized world class laboratory. By implementing this Strategic Plan, DOE-ID is playing an important supporting role in achieving DOE's overall mission to ensure America's security and prosperity by addressing its energy, environmental, and nuclear challenges through transformative science and technology solutions. DOE-ID's Strategic Plan also supports President Obama's 2011 State-of-the-Union Address objective to achieve 80% of the country's electrical energy from 'clean' sources by 2035.

DOE-ID and its contractors are working together to achieve specific program outcomes aligned with the Department's strategic goals that include: 1) Catalyze the timely, material, and efficient transformation of the nation's energy system and secure U.S. leadership in

clean energy technologies; 2) maintain a vibrant U.S. effort in science and engineering as a cornerstone of our economic prosperity with clear leadership in strategic areas; 3) enhance nuclear security through defense, nonproliferation, and environmental efforts; and 4) establish an operational and adaptable framework that combines the best wisdom of all Department stakeholders to maximize mission success.

The vision for the INL – to become internationally recognized as the premier nuclear energy research, development, and demonstration laboratory – is being realized. The INL will continue to grow as a multi-program National Laboratory with world-class nuclear capabilities, and DOE-ID will continue to foster new academic, industry, government, and international collaborations and expertise. DOE-ID remains committed to overseeing INL program activities through technical and management excellence.

DOE-ID receives implementing direction and guidance primarily from two DOE Headquarters (DOE-HQ) offices: the Office of Nuclear Energy (NE) and the Office of Environmental Management (EM). NE is the Lead Program Secretarial Officer for all DOE-

ID managed operations on the INL Site, while EM provides direction and guidance to DOE-ID for environmental cleanup operations. NE and EM planning objectives and performance measures form much of the basis for the program-related objectives and strategies described in this Strategic Plan.

DOE-ID operations are conducted using contracts or other financial arrangements with private sector, university or other governmental partners. DOE-ID has contracted with Battelle Energy Alliance (BEA) to Manage and Operate

(M&O) the INL. The contractor responsible for INL Site cleanup is CH2M♦WG Idaho, LLC (CWI). The contractor for the Advanced Mixed Waste Treatment Project is Bechtel BWXT Idaho, LLC (BBWI). Performance expectations have been negotiated with the INL Site contractors and are documented in the respective contracts. The accomplishment of performance expectations is monitored and verified by DOE-ID employees, as responsible stewards of the U.S Citizens' interests.



Our Mission – Our Core Purpose:

DOE-ID will work in alliance with DOE contractors and support DOE Headquarters customers to do our part in ensuring America's security and prosperity by addressing its energy, environmental, and nuclear challenges through transformative science and technology solutions.



Our Vision – Where We Want To Go:

DOE-ID has the creative people, superior systems, and vital partnerships in place to provide innovative solutions to meet the Nation's energy, environmental, safety, and security challenges.



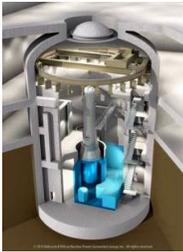
Our Strategy – How We Plan To Get There:

DOE-ID will attain and maintain exceptional professionalism and technical capabilities in our people, stewardship over our programs, precision in our systems, and confidence in our talents and abilities to anticipate and exceed customer expectations.



DOE-ID Strategic Objectives:

The DOE-ID 2011 and Beyond Strategic Plan is designed to safely deliver results along four strategic themes that are consistent with the four primary Strategic Goals of the entire Department.



Department-Wide Goal #1:

Catalyze the timely, material, and efficient transformation of the nation's energy system and secure U.S. leadership in clean energy technologies.

DOE-ID - Objective 1.1: Proactively support execution of NE programs and initiatives to encourage commercial deployment of nuclear energy systems consistent with the Nuclear Energy Research and Development (R&D) Roadmap.

Critical Outcomes:

- Existing Reactors – Nuclear Power (NP) 2010 close-out, Light Water Reactor Sustainability
 - Support NE in developing technologies and other solutions to improve the reliability, sustain the safety, and extend the life of current reactors
- Advanced Reactors – Small Modular Reactors, Next Generation Nuclear Plant (NGNP), Advanced Reactor Concepts
 - Support NE to achieve a secretarial decision on NGNP through market research, completing the conceptual design, and releasing a Funding Opportunity Announcement (FOA)
 - Issue an FOA for the licensing of light water Small Modular Reactor technology
 - Administer the award for modeling and simulation efforts included in the Energy Innovation Hub for Modeling and Simulation
 - Manage the award for R&D project management and controls systems for all NE work in the DOE complex
 - Support legislative and regulatory actions to enable commercial nuclear and hybrid nuclear power development
- Sustainable Fuel Cycles R&D – Continue leading research on advanced fuel cycle technology development
 - Administer the awards for industry involvement in fuel cycle R&D
 - Continue to provide funding and support to the blue ribbon commission
 - Prepare to execute program needs that may arise from a Blue Ribbon Commission recommendation
 - Provide technical support and subject matter expertise to NE programs

DOE-ID - Objective 1.2: Proactively contribute to DOE's achievement of FY2015 and 2020 sustainability goals.

Critical Outcomes:

- By December 31, 2011 decide whether to proceed with development of a 20 MW wind farm project on the INL Site based on the business case and environmental analysis.
- Select an Energy Savings Performance Contractor in FY2011 to propose sustainability projects for the Advanced Test Reactor (ATR) Complex, Idaho Nuclear Technology and Engineering Center (INTEC), Radioactive Waste Management Complex (RWMC) and Central Facilities Area (CFA) that will improve efficiency and reliability of energy delivery, conserve water, reduce greenhouse gas emissions, install renewable energy capability, cool roofs, and upgrade existing buildings to meet the Guiding Principles, and assist with upgrades to aging systems.
- Enable further decreases in petroleum-based fuel use and increases in alternative fuel use. Examples include: exploring federal ability to enter cooperative agreements with local transit capabilities, facilitating site contractor use of INL bus system or alternatives, and overseeing installation of alternative fueling infrastructure.
- Reinforce and enhance efforts to define strategies to meet sustainability goals and incorporate projects into the FY2012 INL Site Sustainability Plan.
- Increase federal knowledge of sustainable practices, provide opportunities to attend short training sessions on sustainability topics and make the quarterly INL Site sustainability status report available to all of DOE-ID.
- Maintain a comprehensive INL site-wide database of environmental, ecological, cultural, archeological, and mission areas, along with a catalog of current use agreements, right of ways, and other sustainability and land use related information (Comprehensive Utility Corridor).
- Support the DOE-ID Fleet Reduction Plan goal to reduce the motor vehicle fleet inventory by 35 percent by 2013, including an interim goal of 30 percent reduction by FY 2012 using the Federal Automotive Statistical Tool 2005 baseline.



Department-Wide Goal #2:

Maintain a vibrant U.S. effort in science and engineering as a cornerstone of our economic prosperity, with clear leadership in strategic areas.

DOE-ID – Objective 2.1: Maintain and develop capabilities at the Idaho National Laboratory necessary to become a preeminent, internationally-recognized nuclear energy research, development, and demonstration laboratory.

Critical Outcomes:

- Maintain and execute the INL Ten-Year Site Plan, maintaining focus on development of required physical facility and infrastructure capabilities while incorporating sustainable designs and practices.
- Use performance incentives to drive the M&O contractor to make continued progress on development and improvement of strategically important capabilities
 - Complete transfer and start up of Remote Analytical Lab to an R&D/Separations mission
 - Complete the activities in the Ceramics Fuel Strategic Plan
 - Complete construction of Irradiated Materials Characterization Lab
 - Continue activities in the Separations and Waste Forms strategic plan

- Support the restart of transient testing capability
- Continued achievement of milestones in the FY2009 Post-Irradiation Examination Capabilities Strategic Plan (includes getting the Irradiated Material Characterization Lab operational) and FY2009 Ceramic Fuel R&D Capabilities Strategic Plan
- Develop strategic capabilities in nuclear fuel separations R&D
- Achieve recognition through quality research as the world's leading research institution on nuclear-hybrid energy systems
- Continue to expand INL capabilities in nuclear non-proliferation and protection of the nation's critical infrastructure
- Begin preparations to extend or compete the INL M&O contract, by analyzing and determining the best approach to optimize continued progress toward world-leading research and development at the INL

DOE-ID – Objective 2.2: Proactively support NE in establishing new and revitalizing existing partnerships with Agencies, Universities, and Private and International sectors.

Critical Outcomes:

- Expand National Scientific User Facility to include other national assets
- Increase INL engagement with nuclear industry and nuclear energy-interested parties
- Demonstrate expanded research and development partnerships and collaborative projects through Center for Advanced Energy Studies
- Complete construction, achieve beneficial occupancy, and apply for Leadership in Energy and Environmental Design Gold rating for the new Radiological and Environmental Sciences Laboratory



Department-Wide Goal #3:

Enhance nuclear security through defense, nonproliferation, and environmental efforts.

DOE-ID – Objective 3.1: Work collaboratively to ensure INL capabilities are fully leveraged in support of defense and nonproliferation missions in support of U.S. nuclear security.

Critical Outcomes:

- Support Global Threat Reduction Initiative priority missions to secure all vulnerable nuclear material globally by December 31, 2013 and continue to progress on low enriched uranium fuel development efforts to minimize highly enriched uranium in commerce globally
- Facilitate the establishment and use of capabilities as part of the Safeguards and Security Center of Excellence to minimize the risks of nuclear proliferation associated with existing and future nuclear fuel cycle facilities
- Facilitate the stand up and use of INL capabilities, including the Stand-Off Experiment Range; Reduced Enrichment Research Test Reactor, Zero Power Physics Reactor, and Critical Infrastructure Test Range, for nuclear materials detector development, technology evaluation and radiological response training to counter the threat of nuclear terrorism
- Support Naval Reactors and National Nuclear Security Administration (NNSA) readiness campaign (Tritium Readiness Program) fuels and materials development programs through effective management of the ATR



DOE-ID - Objective 3.2: Enhance our quality of life; safeguard our natural surroundings; and accelerate the clean-up and disposal of waste in a safe, cost-effective manner consistent with the EM Legacy Remediation DOE-HQ Five Year Plan, and the EM “Journey To Excellence” Goals.

Critical Outcomes:

- Award a new contract for the Advanced Mixed Waste Treatment Project that provides the leadership needed to achieve excellence in operations, safety, and results
- Complete American Recovery and Reinvestment Act project activities, including: Remote-Handled Transuranic Waste disposition; Waste Area Group-7 Accelerated Retrieval Projects; and Decontamination & Decommissioning activities (excluding Experimental Breeder Reactor Decontamination & Decommissioning)
- Complete the acquisition determination for the follow-on ICP contract. Support the recommendations and actions emanating from the Blue Ribbon Commission on America’s Nuclear Future
- Complete the treatment of Fast Flux Test Facility Sodium bonded fuel
- Design and build a Remote-Handled Low-Level Waste Disposal Capability onsite
- Modify building Chemical Processing Plant (CPP)-651 and implement the Material Security and Consolidation Project
- Complete construction and startup of the Sodium Bearing Waste facility enabling the treatment of ~900,000 gallons of high level waste, and the cleaning and flushing of 4 high level waste tanks.
- Continue to maintain a high volume of Transuranic Waste shipments to the Waste Isolation Pilot Plant in a reliable and safe manner



Department-Wide Goal #4: Establish an operational and adaptable framework that combines the best wisdom of all Department stakeholders to maximize mission success.

DOE-ID - Objective 4.1: Sustain Management Excellence through clarity of direction and leadership.

Critical Outcomes:

- Fully develop and implement an effective Succession and Workforce Management Program
 - Ensure critical positions are identified and filled within mandated timeframes, and that overall workforce planning is conducted in a systematic way
- Achieve desired diversity goals and objectives
- Complete the 2011 Management Initiatives identified by the DOE-ID Senior Leadership Team:
 - Re-uniting DOE-ID with a shared vision, an integrated strategy, and a consistent operating and oversight philosophy that generates enthusiasm in our people and drives the organization and contractors toward outstanding performance
 - Take Project Management to a new level of sophistication and rigor at DOE-ID, gaining complex-wide recognition of DOE-ID as the standard for excellence in Project Management. This includes a comprehensive evaluation of existing Project Systems, modifying procedures, and implementing an improved Project Management System consistent with DOE O 413.3, *Program and Project Management for the Acquisition of Capital Assets*, and integrating the system with NE and BEA

- Update and improve DOE-ID's Performance Management System to be relevant to program goals and support the continued development of a highly professional and creative federal workforce. This includes ensuring that all employee performance plans have clear linkages to Strategic Plans, adhere to SMART (Specific, Measureable, Achievable, Relevant, and Timely) Standards, and ensure that meaningful distinctions between levels of performance are identified and rewarded appropriately
- Nurturing and revitalizing our internal and external partnerships and relationships
- Integrate 21st century realities, including increased flexible workplace options and opportunities, an effective succession management process, and diverse development opportunities, into the daily operational mode at DOE-ID

DOE-ID - Objective 4.2: Sustain Safe Operational Performance through effective contractor oversight.

Critical Outcomes:

- Execute the NE Safety Policy to safely achieve INL missions
- Continue to improve DOE-ID operational oversight processes to assess the effectiveness of the INL Contractor Assurance System and tailor oversight activities as appropriate.



DOE-ID Federal Workforce Responsibilities:

Contract Management - DOE-ID has a lead role in setting and communicating expectations in INL Site contracts, authorizing and funding contracted work, approving compliance documentation, and assessing and ensuring performance in accordance with contract requirements.

Project Management - DOE-ID has a lead role in serving as Federal authority in managing and delivering line-item construction projects and other operations projects on cost and schedule.

Operational Oversight - DOE-ID is responsible for effectively providing risk-informed oversight of mission-related work to help ensure the safety and protection of the worker, the public, and the environment. DOE-ID maintains a mix of highly skilled and trained Facility Representatives, Subject Matter Experts, and Safety System Oversight personnel to accomplish this work.

Headquarters Support - DOE-ID provides direct support to DOE-HQ customers in managing and overseeing DOE mission related work performed at other DOE sites, and for administering other DOE financial arrangements with the private sector, academia, local governmental entities, and international partnerships.

Stewardship - DOE-ID is responsible for maintaining and protecting Federal assets and for being responsive to INL Site stakeholder interests and concerns. Where appropriate, DOE-ID will leverage the existing Federal investment in INL Site infrastructure to further advance and develop state-of-the-art energy and national security technologies in support of DOE strategic goals. To achieve DOE-ID's goals, the following Federal Workforce Expectations apply to all DOE-ID employees in support of the objectives and strategies.



DOE-ID Federal Workforce Expectations:

The Manager has identified specific performance expectations for DOE-ID employees, as follows:

- A highly qualified and motivated workforce is key to continued success.
- Form an "alliance" with the contractor.
- Perform as separate entities combining collective strengths to accomplish the INL Site mission.
- Meet commitments. Do what you say, when you said you'd do it.
- Model the initiative, commitment, and teamwork expected of a best-in-complex operations office.
- Maintain a "trust but verify" role. We must know what's going on.
- Hold each other accountable and take responsibility for your own performance.
- Understand the situational environment we're in and remain effective.
- Openly communicate with each other, our customers and stakeholders.
- Manage the contract, not the contractor.



What's Next?

DOE-ID's Strategic Plan is a working document, with goals and objectives laid out for 2011 and beyond. It aligns with the DOE-HQ Strategic Plan. It is the intention of DOE-ID Management to evaluate the need to update this document every year, in order to maintain realistic and achievable goals and objectives for a two-year horizon from this point forward.