

NewsLetter

Week of June 9 2003

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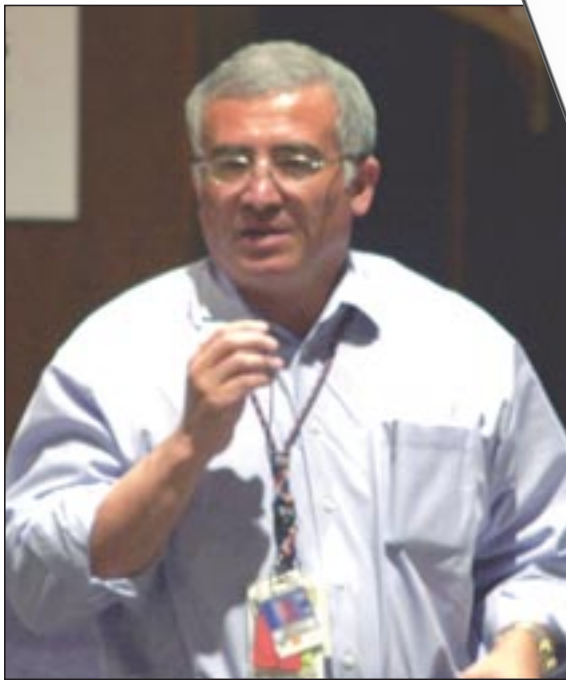
Improved business practices objective of BUS Division restructure

by Steve Sandoval

New Chief Financial Officer (CFO) and Supply Chain Management (SUP) divisions have been created as part of a restructuring of the Laboratory's business operations. The new divisions will absorb the duties and functions of the present Business Operations (BUS) Division.

Personnel in BUS were told of the restructuring — Laboratory and BUS Division managers and employees have been working for several months toward this goal — at a meeting the end of May; the restructuring should be in place and begin operating about June 23.

The new organizational structure allows the Laboratory to continue the improvement of its business practices begun in January, said Richard Marquez, associate director for administration. "The University of California and the Laboratory are committed to demonstrating real, tangible results," said Marquez. "This is a sign of [our] future." He said the restructuring of BUS also builds on the momentum that began earlier this year, but he noted that a



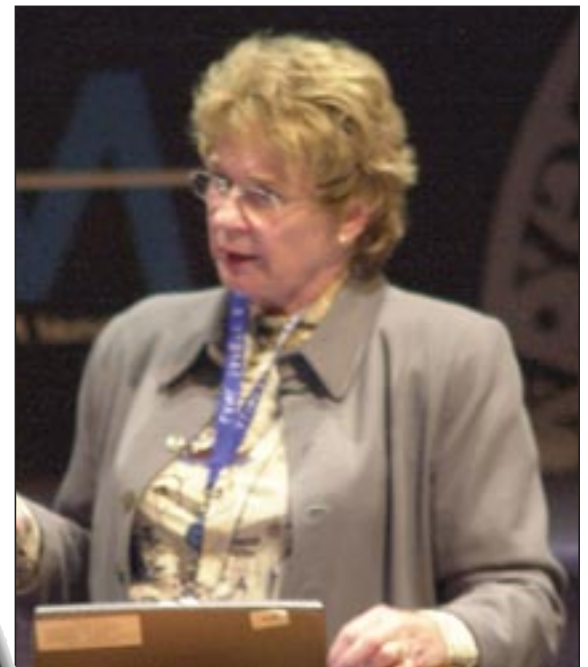
Richard Marquez, associate director for administration

restructuring "without addressing processes, technology and people issues will not yield the improved performance levels needed."

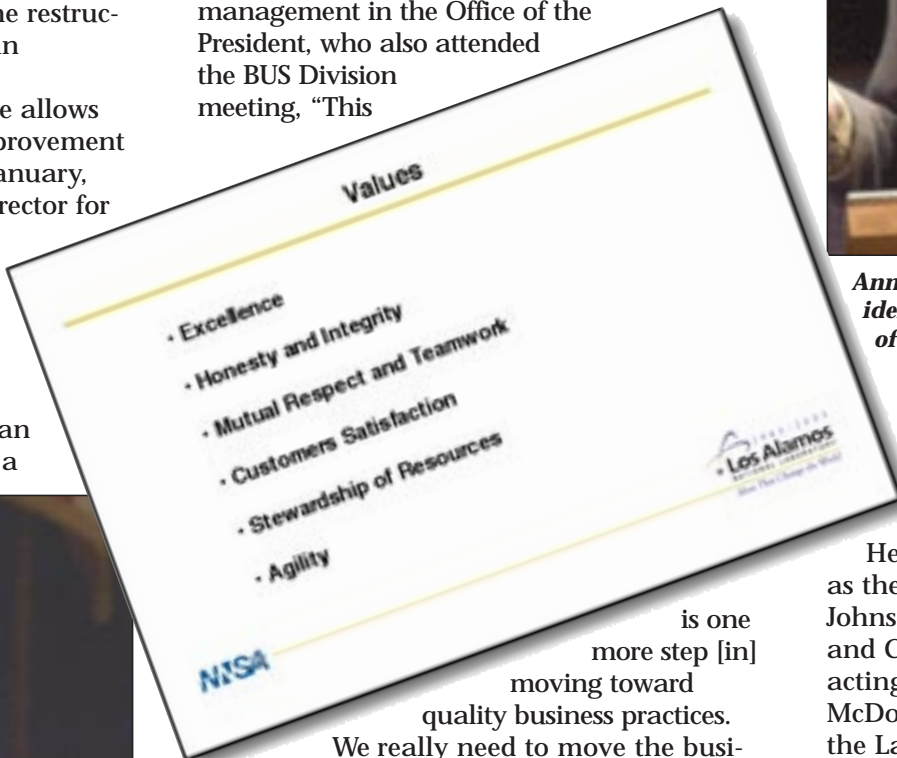
The new CFO Division will include Accounting, Institutional/Nonweapons Budget, Weapons Budget, and Compliance and Control groups.

The new SCM Division will include the Procurement, Property Management, Materials Management groups and the Small Business Program Office.

Added Anne Broome, University of California vice president for financial management in the Office of the President, who also attended the BUS Division meeting, "This



Anne Broome, University of California vice president for financial management in the Office of the President



is one more step [in] moving toward quality business practices. We really need to move the business practices here to a higher standard and a higher quality."

Broome also has been working with the Lab for several months as part of the business-improvements overhaul project. She reiterated the university's continued support of this effort. "Since January, the University of California has been actively engaged in supporting Laboratory management and addressing issues," said Broome. "I intend to be here until every single one of the problems that are identified have been fixed. We're going to have to work together and jump in to solve them. This is not insurmountable."

Marquez said the Laboratory has begun the process of searching nationally for personnel to fill the new division leader positions with the intention of filling them by July 28.

He also said that Jim Lopez will continue as the acting chief financial officer, Jay Johnson will continue as acting controller and Chuck McDonald will continue as acting procurement officer. Lopez and McDonald are on temporary assignment to the Lab from Lawrence Livermore National Laboratory and UCOP respectively.

At the May meeting for BUS Division personnel, Interim Laboratory Director Pete Nanos said the Department of Energy's recent decision to allow UC to retain the operating contract through September 2005 was due in part to the hard work of BUS employees. The restructuring of business functions and practices also will position the Laboratory for the future, Nanos said. And he reiterated that he will continue to play an active role in Los Alamos' business-improvement efforts. "I have to have a very direct relationship with how this Laboratory does business ... without micromanaging," said Nanos.





Nanos welcomes students

On behalf of everyone at Los Alamos National Laboratory, I'm very pleased to welcome all of the approximately 2,000 students who are joining the Laboratory for the summer.

Many of you already are here; others will be joining us throughout the summer. I hope you realize that you are the long-term future of the Laboratory. Many of you will be spending future years here as students — that's already the case with more than half of you. You've been here under many different programs, some all the way through to postdoctoral appointments. I hope your past work opportunities at the Lab have been challenging, exciting and a positive learning experience and that this summer will be equally so. And I hope that a large percentage of you will find the rewarding career you're looking for right here at Los Alamos National Laboratory.

For those of you here for the first time — and I'm told that's about 400 to 500 of you, welcome. I'm sure the Laboratory can be a confusing and challenging place on first exposure, and I hope you will seek information and assistance from those around you as you learn your way.

There are lots of resources available to you, including a Web site designed for students at www.lanl.gov/education/ online.

If you have specific questions about your work assignment, you should contact your host/mentor. Your mentor also is the best place to start with questions related to your day-to-day work, phone, e-mail, office, hours, expectations, etc. In fact, these types of straight-forward questions are a great way to get to know your host/mentor better.

While you are here, you may need assistance with any number of unforeseeable situations as well as a more thorough understanding of Lab policies, procedures and rules. Your mentor, program coordinator and student adviser are here to help you. And if you have questions about Lab-sponsored student housing, the Housing Office is the best source of direct information. The office can be reached at housing@lanl.gov and at 7-1727.

This is an exciting time. At almost no other time in our history will we be able to so clearly impact our own destiny. Over the next 18 months, we will continue our work to transform Los Alamos National Laboratory. We will show the world that we are the premier nuclear weapons laboratory, and we will demonstrate that our business processes, program management and other administrative functions will equal that of our scientific excellence.

We will ensure that our most important job — that of ensuring the capability of the nation's nuclear stockpile — is done using the full depth and breadth of the Laboratory's scientific excellence.

We welcome you, your enthusiasm, your ideas and your knowledge. Thank you for choosing to spend this summer with us here at Los Alamos National Laboratory.



Interim Laboratory Director Pete Nanos

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Interim Laboratory Director Pete Nanos shares his thoughts about the Laboratory's future.Page 3



Car poolers get dedicated parking lot
On May 22, Laboratory employees were able to

begin to submit applications for the revised High Occupancy Vehicle (HOV) parking program at Technical Area 3.Page 4

Nanos disputes IG findings on DARHT

Some criticisms by the Department of Energy's Office of the Inspector General aimed at management of a project to build the world's most capable flash X-ray machine are invalid, Interim Laboratory Director Pete Nanos said recently.Page 5

Enterprise Project reengineering efforts under way



With the goal of putting Laboratory business practices on par with the Laboratory's scientific excellence, the Enterprise Project is refocused, reengineered and reinvigorated.Page 7

Lab retiree sets national record in 48-hour Ultracentric Run

He's not faster than a speeding bullet and probably can't leap tall buildings in a single bound. But Laboratory retiree Aaron Goldman's recent record-setting performance at the 24- and 48-hour Ultracentric Run might be considered superhuman.Page 8



Los Alamos NewsLetter

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Los Alamos enhances global security by ensuring safety and confidence in the U.S. nuclear stockpile, developing technologies to reduce threats from weapons of mass destruction and improving the environmental and nuclear materials legacy of the Cold War. Los Alamos' capabilities assist the nation in addressing energy, environment, infrastructure and biological security problems.



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For Your Safety

What goes up ... must come down

According to the U.S. Consumer Product Safety Commission, more than 164,000 emergency-room-treated injuries each year involve ladders.

At the Laboratory, one of the first recorded ladder accidents occurred in 1945 when a worker cut into a live, 110-volt circuit and fell from a ladder, fracturing his right clavicle.

Last month, a worker was standing on a stepladder approximately 5 feet off the ground as he removed a pipe from a wall. The pipe fell, bounced into the ladder causing the worker to lose his balance. As the worker fell forward, his leg went between the ladder rungs and under a ladder brace causing multiple leg fractures.

Hillard Howard, former Integrated Safety Management (ISM/PO) program manager, reminds workers that it is essential to know and follow safe work practices in setting up and using a ladder, both at home or in the workplace. It is especially important to think about clutter and where things might fall if you lose control of them.

"These unfortunate accidents could have been avoided and is a good reminder to all of us to think about ladder safety at home and at work," Howard said.

The Laboratory training office offers a class in ladder-safety training. For more information go to eshtraining.lanl.gov/pls/register/TIOCourseDesc?course_num=12985 online or call Tom Walker of Training Services (PS-13) in the Performance Surety (PS) Division at 5-7953.





IN MY OPINION

Editor's note: Periodically, the Los Alamos NewsLetter will solicit a guest editorial from an active University of California employee on a topic that the staff feels is of

wide interest or concern to the Laboratory community. This commentary is the expressed opinion of the individual writing the editorial. The right to differing opinions is respected in this venue, and response to guest editorials is welcomed. Send responses in the form of a letter to newsbulletin@lanl.gov. These letters will be included in the Readers Forum in the online Daily Newsbulletin at www.lanl.gov/orgs/pa/newsbulletin. All letters are subject to Readers Forum policy, which is posted on the site.

The coming national security disaster

by Bob Kares of Computational Science Methods (X-8)



Linton Brooks came to Los Alamos to deliver the bad news in person: The Laboratory management contract will be competed. The decision is final.

So we are now on the road to a national security disaster. Why? Much of what the United States knows about designing and testing nuclear weapons is kept alive in the heads of the people who work at Los Alamos and Livermore. For 60 years, the University of California has done a remarkable job of preserving a separate, dynamic culture of scientific excellence at the nation's weapons labs. To a much greater extent than the rest of the scientific community, nuclear-weapons science has been passed on by mentoring and apprenticeship. The Department of Energy's decision could completely disrupt this culture.

In October 2005, UC may well be gone and many of our most experienced staff gone with it. Few of my colleagues in the weapons program who are nearing retirement age are willing to risk hard-won UC retirement benefits on some unknown contractor. Many with actual nuclear test experience are already gone. The rest may soon follow. Younger colleagues attracted by the promise of a UC scientific career are eyeing alternatives as well. Yet more than concerns about careers and benefits is driving this exodus.

DOE's decision comes on the heels of five years of uncertainty and personal turmoil for many in the weapons program. We are decent, responsible people dedicated to our work and our nation, but we have had our reputations dragged through the mud by Congress and the press. The pain has been very personal. Congress and DOE have lost sight of the fact that it is the quality of the people who work here that make the Laboratory great, not controls on purchase cards. If all of us are driven out of the weapons program, who will be left to defend our nation from the threats it faces in a world bristling with nuclear weapons?

Coverage of National Nuclear Security Administration Director Linton Brooks' May 7 talk is on Page 2 of the week of May 26 issue of the Los Alamos NewsLetter and includes Brooks' comment that "I want you to understand that everybody in DOE headquarters values the people and the work here as national treasures, and that we are committed to making sure you are protected, not just in benefits but also in the sense of the intellectual process you value so much."

Nanos: Performance record of excellence — we can do it

I wanted to share several thoughts with all employees that I have shared with managers and division leaders. It's about our future and the door that has opened for us because of your hard work.

The past four months have been hectic; intense; and most of all, they have been successful. Your hard work and commitment brought us here. The University of California contract to operate Los Alamos National Laboratory was not cancelled on April 30, even though there were many in Congress who demanded just that outcome.

Your dedication to this Laboratory and to its national security mission has put us on a trajectory that will lead to ultimate success when the contract goes out for bid. We're shifting from a four-month sprint to a distance race. We can't back off; we must keep our momentum toward an 18- to 19-month horizon to improve Laboratory performance and, as result, keep the UC contract. That's our goal.

What is our strategy to win?

First, we can't miss a beat on what we're already doing. It is my intent to pursue excellence in all areas of performance and be the obvious choice to retain the contract. I'm more convinced now than ever that we can do it.

The key is performance. We must answer the Department of Energy's performance requirements in the request for proposal that will likely be issued in December 2004 with our demonstrated performance. We must have a performance record, with clear metrics, that will become part of the selection process. We're going to be in front, and we're going to stay in front in this competition.

If we perform the way you already have shown me we can perform, no one will be our equal, let alone be better than we are. We will continue to deliver our program commitments, we will continue to make our business improvements and we will continue to make our management improvements. We will form integrated product teams that include all stakeholders. We will embrace improvements internally that will

- reduce the cost of doing business,
- demonstrate our competitiveness and
- make it easier to do the work.

We will reinvest those savings in our mission; we will

- ensure staff excellence through recruitment, development, training and retraining;
- ensure long-term scientific excellence through modern facilities, laboratories and equipment; and
- ensure the long-term quality of work life by creating a positive, safe and secure work environment.

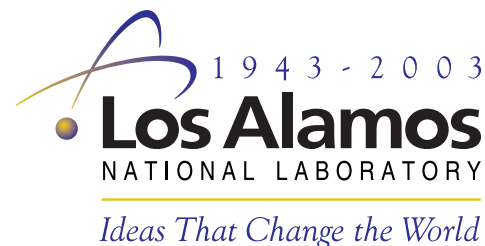
From my years in the Navy, running competitions like the one in which we will be involved, one thing was clear: The quality organizations usually won them all. And those organizations are mutually supportive; that is, the employees themselves support every part of the business.

Immediate actions

There are several things we're going to undertake immediately to help ensure success:

- Benchmark our operation against the best-in-class, including research and development laboratories, businesses and universities.
- Lower our costs; we will do this by streamlining and eliminating shadow organizations. We have to trust each other to do the job properly and to not create or sustain redundant organizations.
- Identify areas for collaboration with UC and with other laboratories. The Department of Defense has shown how to collaborate with industry early and effectively. We have to emulate this model.
- Ensure successful implementation of the Enterprise Resource Project.
- Sustain the improvements already made and continue the momentum.
- Maximize our human resources; identify critical-skill employees who are in noncritical jobs and get them back into our critical programs
- Develop high-fidelity, quantitative metrics that will prove our trajectory and our improvements.
- Identify efficiencies that will minimize redundancies, show the opportunities for savings and embrace economies of scale.

I told the managers at the May meeting: I'll make a deal with you. You keep telling me the truth and working hard; I'll do my darnedest to make sure it comes out right. We understand what needs to be done, and I know that I have to keep the table level so you can win. If we work together, we'll make this happen.



The Laboratory celebrates its 60th Anniversary

For more information and a calendar of events, go the 60th Anniversary Web site at <http://sixty.lanl.gov/> online.

Behind the scenes: Revamping the badge 'swiping' program software

by Caroline Spaeth and Kirsten Silvey of Communication, Arts and Services (IM-1)

Every day thousands of Laboratory employees swipe their badges to get into their workplace. The amount of data and computer code behind this simple swipe is enormous, so any change to the system is obviously no small undertaking.

Advanced Information and Business Application Development (IM-8) computer programmers are working on that very challenge now — rewriting the computer software code for the new Badge System Application, new software code that will replace the current system for making badges and for obtaining all the necessary data from other Labwide information systems.

"It is a major undertaking," said Antoinette Fidel of IM-8, who is helping revamp the badging system software along with IM-8 co-workers Yenling Ho, Gerry Sondreal and project manager John Kerwin.

Most employees will never notice a change. "This affects the people who make badges, the people in the Badge Office," Fidel said. "As far as the end user is concerned, the badge is going to look the same and work the same way."

All the information on a badge relies on several different systems across the Lab, including the clearance system, the cleared-visitor system, Enterprise Application Information, FOCI, the Employee Development System, the Foreign National System and many more.

These systems allow employees to receive a badge, change their access status and have the necessary access to Lab facilities within minutes. Any changes in those systems are reflected in the badge and whether or not an employee can access various areas

around the Lab. (Access status is based on five variables: employment status, clearance level, security training, signature authority and current badge.)

If any of the variables changes, access is prohibited and the badge is rendered inactive immediately. This becomes most important for issues concerning national security.

Loronix software code currently is used to make the badges, but the company discontinued supporting the core system software. "We had the option of getting most of their code and trying to fix it, but a determination was made to rewrite the system instead of trying to 'fix' someone's software and figure out the logic," Fidel said. To code the new Badge System Application, the team members are using an Oracle tool, called Oracle Designer.

The IM-8 programming team began writing the code in October 2002. Everyone in the team has a specific set of business rules to code. For example, Kerwin and Sondreal are spending long hours creating and printing the various badges necessary. Ho has been instrumental in seeing the "big picture" and trying to standardize and build common functions to be used by everyone, while coding "shared" functions. Fidel is one of the developers on the project and supports the badge system.

"All the team members are extraordinary and have contributed significantly to the project," Fidel said.

The new badge system will look the same to the general Lab population, except for some small details that the Badge Office uses to operate the system. Management and programmers agreed on this strategy to ease the Badge Office's learning curve. After two months of user testing, IM-8 expects the new system to go into effect in October.

Badge Office relocates to Otowi Building

by Michael Carlson

The anticipated construction of a new administration building in Technical Area 3 has prompted the Badge Office (S-6) to relocate to the nearby Otowi Building.

The move to the second floor of the Otowi, where Staffing (HR-5) was located, is scheduled to take place sometime this month. Staffing has relocated to the northwest corner of the Otowi Building, which still remains on the second floor.

"We are working very hard not to have service disrupted," said Mary Ann Ross, daily operations coordinator for the Badge Office. "We can't afford to shut down the Badge Office, so we're planning to move during a weekend."

The current Badge Office for processing badges office is slated to be demolished, said Ross.

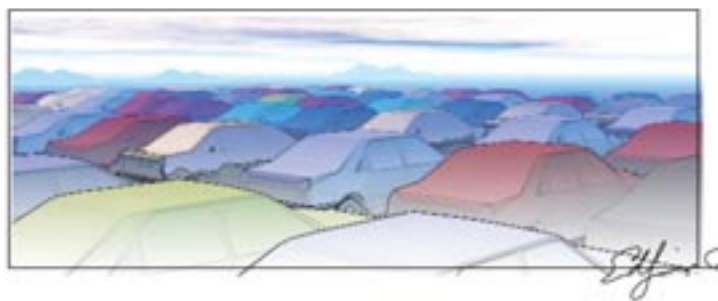
Among the benefits of moving is slightly larger office space and designated parking spots for users of the newly located facility. Ross, who has a staff of about 10 people, said Internal Security's Foreign Visits and Assignments (FV&A), which also will move into the new space, has a crew of about four people and intends to hire additional personnel.

For more information, contact Ross at 7-7959 or write to maryann.ross@lanl.gov, by e-mail.

Car poolers get dedicated parking lot

On May 22, Laboratory employees were able to begin submitting applications for the revised High Occupancy Vehicle (HOV) parking program at Technical Area 3. Starting at 8 a.m., employees could fax applications to Facility Planning (FWO-FP) at 5-9171. Applications are accepted on a first-come, first-served basis.

To assist in the process, FWO-FP has created a Web page that contains HOV parking lot maps, application instructions and forms and frequently asked questions. The Web page can be found at arania.lanl.gov/fwo_pub/



fwo_fp/html/fwo_fp_park_furn.htm online.

As detailed in the May 15 online Daily Newsbulletin at www.lanl.gov/orgs/pa/newsbulletin/2003/05/15/, the Laboratory is revamping

the current HOV program to help reduce the demand for parking at TA-3.

Changes include increasing the vehicle-occupancy requirement to three people per vehicle and employing Protection Technology Los Alamos (PTLA) officers to conduct HOV placard checks at the entrance to the designated parking lots. FWO Division anticipates implementing the revised program early this month.

For HOV parking-related questions or assistance, contact Geraldine Sanchez of FWO-FP at 664-0526, Monday through Friday, between 8 and 11 a.m. and 1 and 4:30 p.m.

Fifth Annual Community



8 a.m. to 1 p.m. • June 26

On the lawn around Ashley Pond and on Central Avenue near the Farmer's Market.

For more information, contact Fran Talley of Public Affairs at 7-5225 or flt@lanl.gov by e-mail.

Sponsored by the Laboratory in collaboration with Los Alamos County

Nanos disputes IG findings on DARHT

by Jim Danneskiold

Some criticisms by the Department of Energy's Office of the Inspector General aimed at management of a project to build the world's most capable flash X-ray machine are invalid, Interim Laboratory Director George "Pete" Nanos said recently.

The end of May, the IG released its audit report, "Dual Axis Radiographic Hydrodynamic Test Facility." Nanos said the Laboratory disputes some key IG findings about management of the \$260 million DARHT project. Nanos said controls over the budget and schedule for the project and all changes to the project scope conformed completely to procedures approved by the National Nuclear Security Administration.

"While we agree that we underestimated the complexity of the design for the experimental second axis of DARHT when we began it in 1998, and failed to set aside enough contingency at the time, the Laboratory and NNSA resolved those issues more than two years ago," Nanos said. "NNSA has tracked the status of the project in detail throughout and approved every planning change. In fact, because of DARHT's importance to the national stockpile stewardship program, this project has been monitored at the highest levels of government, including scrutiny from Congress."

DARHT is a high-explosive firing site equipped with two flash X-ray machines that produce intense X-rays that record interior details of dense metal objects. When operational in late 2004, DARHT will provide time-resolved, three-dimensional radiographs of non-nuclear mock-ups of nuclear weapon primaries during the implosion.

"Changes to the baseline for the second axis, along with the plan to complete commissioning in 2004, were approved by senior Department of Energy officials two years ago and Congress was informed, so this is not new information," said Nanos.

"We cannot agree with the IG's recommendation that we establish a new baseline for a construction project that has been completed, as the IG itself acknowledged. We also disagree that NNSA should not have approved supporting the costs of commissioning this one-of-a-kind facility from the operating budget," Nanos said. "Commissioning of this kind, to realize the full operating potential of a new machine, normally is an operating activity, not construction, and Congress explicitly funded DARHT that way."



Aerial view of the Dual Axis Radiographic Hydrodynamic Test Facility

In its audit, the Inspector General's Office claimed that NNSA and Los Alamos didn't fully use project-management controls and said that DARHT lacked a viable project baseline, which could be a concern for future projects.

"In fact, the most recent baseline revision, which was approved by the DOE deputy secretary, has been completed successfully, and DOE signed off on close-out of the construction project two months ago," said DARHT project manager Rollin Whitman of the Dynamic Experimentation (DX) Division.

The DARHT construction project was properly managed under formal DOE management controls, Whitman continued. NNSA managed and approved all budgets and project changes for DARHT's second axis and kept various DOE and congressional oversight panels fully informed with detailed monthly project reports and quarterly progress reports.

NNSA was fully aware of the complexity of developing a new accelerator and injector technologies for a one-of-a-kind facility and kept track of all areas of significant risk throughout the project, Whitman said.

With NNSA approval, the Laboratory transferred \$29 million to DARHT's operating budget to cover the cost of commissioning the experimental second axis over a three-year period.

For the full article, see the May 5 online Daily Newsbulletin at www.lanl.gov/orgs/pa/newsbulletin/2003/05/29/.

Managers take heart

IM-2 unveils SWAT help for administrative tasks

by Betty Katz and Lisa Inkret of
Communication, Arts and Services (IM-1)

Enterprise Support and Computer Education (IM-2) recently unveiled its new SWAT, or Support With Accelerated Training, initiative. Unlike the storied SWAT teams of movies and television, IM-2's variety is designed to help managers with their administrative-system tasks on a just-in-time basis.

Busy managers will be happy to know that the SWAT team members will be taking their classes "on the road" to managers, who are often too swamped to leave their offices for formal classroom instruction.

As Bev Faulkner, the leader of IM-2's Computer Education and Training Team, explains, "The SWAT team members will help managers get the administrative parts of their jobs done quickly and efficiently, so that they have more time to manage their organizations."

The SWAT team will focus primarily on showing managers how to approve the time and effort, approve travel-systems reimbursement requests, assign authorities, use the My LANL Web site and run Data Warehouse reports. "We will ask the managers which of the systems they need help with," Faulkner said. "We want to give them only what they need at that moment to get the job done."

"Our administrative systems can seem pretty mysterious," Faulkner says. "We want to answer those questions that can help break down resistance to using our systems and give managers more tools to do their jobs."

Now that the funding for this free service has been approved, IM-2's experienced SWAT instructors and consultants are ready to share their knowledge of the Lab's enterprise systems through the SWAT initiative. But just in case the managers don't get all of the information set in their minds the first time, SWAT team members will present them with a copy of the newly developed "Manager Quick Tips: A Guide to Using LANL Enterprise Systems."

Lawrence Award nominations

The Department of Energy Office of Science has announced the 2003-2004 call for nominations for the Ernest Orlando Lawrence Award, among the oldest and most prestigious science and technology awards given by the U.S. government. Deadline for nominations is June 30.

This is an opportunity to recognize the Los Alamos scientists and engineers who have made exceptional and relatively recent achievements in the development, use or control of energy; broadly defined to include the science and technology of nuclear, atomic, molecular and particle interactions and effects, and environmental conservation and efficiency.

The nomination and selection procedures, which include the criteria, description of nomination materials and categories, can be found at www.science.doe.gov/sc-5/lawrence/Nomination and www.science.doe.gov/sc-5/lawrence/html/Nominations.htm online.



E. O. Lawrence



Bowles receives top scientific prize



Thomas Bowles

A Los Alamos neutrino physicist recently received the top scientific prize awarded by the Russian Academy of Sciences' Institute for Nuclear Research.

Tom Bowles, the co-principal investigator of the Russian-American gallium solar neutrino experiment, accepted the M. A. Markov Prize at the Institute in Moscow during a two-day symposium. The prize is named for the institute's founder, Moisey A. Markov, and is awarded each year for substantial contribution to fundamental physics and for development of major

research directions of the institute's scientific program.

Bowles, who works in Physics (P) Division, since 1986 has helped lead the experiment, which is known commonly as SAGE, or the Soviet-American Gallium Experiment.

SAGE has been the only experiment to directly detect low-energy neutrinos from proton-proton fusion in the sun. These neutrinos, which are made in the primary reaction that provides the sun's energy, are the major component of the solar neutrino flux. Buried deep beneath the Caucasus Mountains at the Baksan Neutrino Observatory in southern Russia, SAGE counts solar neutrino reactions inside a tank containing 50-metric tons of gallium.

Results reported by the Russian-American SAGE team in the early and mid-1990s, when it counted nearly 100 solar neutrino signatures, electrified the scientific world. The neutrino capture rate was well below that predicted by the Standard Solar Model. The significant suppression of the solar neutrino flux that SAGE and other solar neutrino experiments have observed gives a strong indication for the existence of neutrino oscillations.

"This is a great honor and shows the importance the Russian science community places on this groundbreaking, 16-year partnership," Bowles said. "I'm especially excited to travel to Moscow to receive this award as part of the institute's celebration of academician Markov's birthday."

Sharing the prize with Bowles this year are Vladimir Gavrin and Vadim Kuzmin, both from the institute. Gavrin has served as the Russian co-principal investigator since SAGE began in the 1970s. Kuzmin in the 1960s was the first person to suggest that gallium could be used as a means of

measuring the solar neutrinos from proton-proton fusion reactions.

The diploma awarded to the trio reads, "For Outstanding Contributions to Fundamental Physics and the Development of Research on the Solar Neutrino Problem."

As the institution's top research prize, the Markov award is comparable to the Los Alamos Medal, Bowles said. The Institute for Nuclear Physics has more than 8,000 employees.

Markov was a long-time, prominent academician in the Russian Academy of Sciences and founder of Institute for Nuclear Physics. Throughout his career, he was an advocate for strong research programs in astro-particle physics and helped found both the Baksan and Baikal neutrino observatories.

"SAGE is often cited as one of the very best examples of Russian-American scientific collaborations," Bowles said. "Although the Russians started this work on their own and the principal funding today comes from Russian agencies, Gavrin and others acknowledge that the success of the experiment is due in large part to the U.S. collaboration."

Support for SAGE comes from the Russian Academy of Sciences, the Institute for Nuclear Research, the Russian Ministry of Science and Technology, the Russian Foundation of Fundamental Research, the Division of Nuclear Physics of the U.S. Department of Energy, the U.S. National Science Foundation, and the U.S. Civilian Research and Development Foundation. SAGE also is funded in part by grants from the International Science Foundation and the Russian government. More information about SAGE is available online at ewi.npl.washington.edu/sage/SAGE.html.

Hawkins tapped for new Lab special-projects role

Houston T. "Terry" Hawkins is moving to a new position in the Director's Office as special adviser to Interim Laboratory Director Pete Nanos. The position will focus on projects with special security and operational requirements for the Laboratory.

Hawkins, who took over his new role as of June 2, had been the Nonproliferation and International Security (NIS) Division leader. One of the largest technical divisions at the Laboratory, NIS has responsibilities ranging from nuclear facilities and research to space science, with more than 800 employees.

In the new position, Hawkins is tasked with coordinating closely with the groups and programs across the Laboratory involved with sensitive programs. He will retain his duties as senior intelligence officer and director of the Los Alamos Field Intelligence Element.

"By placing Terry in this new role, reporting to me directly, I can strengthen the accountability and operational oversight of some of the most sensitive and important programs we conduct for this nation. At the same time, I can better ensure that the full range of capabilities of the Laboratory are made available to this vital sector of national security," Nanos said when he announced the appointment.

"In today's dynamic environment, Terry's position also will strengthen the

Laboratory's ability to respond rapidly when called on by Washington. This appointment is an expression of my personal confidence and trust in Terry, who has unique experience and an international reputation in the fields of counterterrorism, intelligence and nonproliferation."

Nanos has worked since his initial appointment as interim director to build accountability and responsiveness across all facets of Laboratory operations, and enabling a senior figure to fully focus on these key Laboratory projects further advances that effort. This move also reinforces the efforts on the part of the University of California to ensure the most effective possible oversight of critical programs.

Said Hawkins, "I have enjoyed my tenure in NIS leadership. Our team has worked hard to make enormous contributions to the security of our nation and free people everywhere. This new role that I have accepted is a product of our success."

"The Laboratory's portfolio of programs has expanded, and following Sept. 11 much of that portfolio has been in areas with increased security and oversight requirements. Ensuring that the Laboratory performs to these highest of standards is an exciting challenge. I was asked by the [interim] director to take on this new function, and as a citizen of the Laboratory, I'm glad to do it," Hawkins said.



Houston "Terry" Hawkins

Taking over acting leadership of NIS Division is Joseph Giles, principal deputy division leader under Hawkins, who will maintain consistency and quality of division performance during the search for new leadership.

Enterprise Project re-engineering efforts under way

by James E. Rickman

With the goal of putting Laboratory business practices on par with the Laboratory's scientific excellence, the Enterprise Project is refocused, re-energized and reinvented. Now the re-engineering has begun.

"The Enterprise Project is taking the lead in re-engineering the Laboratory's business practices," said Bob Newell, director of the Enterprise Project. "The sole emphasis is on doing the business of doing business exceptionally well. We have been given a mandate by our new director to succeed in this endeavor, and we will."

Newell — who took the helm of the Enterprise Project this year after former EP

Director Charlie Slocomb decided to return to his technical roots in supercomputing — is excited about the director's vision of turning the Laboratory into a world-class leader in business operations.

"Director Nanos' vision of where we need to be with our business practices is bold, sweeping, comprehensive — and it's very exciting," Newell said.

The Enterprise Project intends to have a working enterprise-resource-planning system (known as an ERP) online and being used by everyone at the Laboratory in 2004. It's an ambitious deadline that contrasts with the earlier EP strategy of implementing the system in a phased approach, introducing one business-practice module, such as human resources or project management, at a time.

The new "big bang" implementation approach, as Newell calls it, will make the system available Labwide in one fell swoop; as such, everyone at the Laboratory will embrace the system at the same time and have the same learning curve; the Laboratory will not have to maintain separate "old" and "new" hardware and software systems; and Laboratory business practices will become homogenous on one specific date.

In addition to the change in implementation strategy, Interim Laboratory Director Nanos has asked for additional capabilities within the ERP system being designed for the Lab. Adding to the previously anticipated capabilities in human-resources functions, business operations, project management and facilities maintenance, the Enterprise Project will add functions for manufacturing activities as well as for safety and security.

Meantime, the Enterprise Project is moving quickly through a series of tasks designed to prepare the Laboratory for an ERP. In May, the project completed its documentation of the state of the Laboratory's current business practices. Next, as part of the EP's sweeping re-engineering strategy, project members will work with Laboratory leaders and customers to determine where the Laboratory's business practices need to go to become "world class." Finally, the EP team will devise a final strategy on how to implement an ERP that will put the Laboratory's business practices on par with Los Alamos' science. Newell intends to complete these three crucial steps by July.

If all goes according to plan, in 2004 everyone at the Lab will begin to see the benefits of world-class business practices, "even the typical bench scientist," says Newell.

"Once the ERP is up and running and our business processes are functioning like they should be, that's going to allow scientists and others to spend more time doing what it is they should be doing and what they are good at doing," he said.

Meet the Enterprise Project director

by James E. Rickman

Bob Newell is a very busy man — recently having been named director of the Enterprise Project in addition to his duties as leader of Information Management (IM) Division.

As EP director, Newell will play a crucial role in making the Laboratory's business practices as excellent as Los Alamos' scientific achievements. The Enterprise Project is responsible for creating a business process and systems re-engineering strategy that will change the way the Lab deals with financial issues, human resources, facilities management and project management.

Newell joined the Laboratory in 1998 as deputy division director for the former Computing, Information and Communications (CIC) Division. After CIC was reorganized, Newell was named acting leader of the newly-created IM Division, which is responsible for storing and providing accessibility to the Laboratory's data holdings; Newell was named permanent leader of the division a year later.

Before joining the Lab, Newell held numerous positions nationwide within the utilities industry. He holds a master's degree in electrical engineering from Queen's University in Kingston, Ontario, and a bachelor's in the same field from the Massachusetts Institute of Technology.

When he's not working, Newell enjoys playing classical and flamenco guitar, studying foreign languages and linguistics, and national-level competitive crossword-puzzle solving.

As EP director, Newell takes over from former director Charlie Slocomb, who returned to his technical roots in supercomputing in Computing, Communications and Networking (CCN) Division.



Bob Newell

New FIRE DANGER requires new emergency response

by Kevin N. Roark

Because of unique forest conditions, this fire season has Los Alamos County, Los Alamos Public Schools and Laboratory emergency managers recommending that evacuation as a protective action during a wildfire may not be the way to go. Instead, they are advocating "shelter-in-place" as a way to safely ride out this year's potential fires, which are anticipated to be small, hot and fast. A 60-to-90-percent bark-beetle kill, combined with limited thinning in the canyon areas, has Los Alamos area officials concerned that the beetle-ravaged trees, known as "dead and red," will burn faster and hotter than green timber, creating a scenario that makes mass-evacuation difficult, even unsafe.

The fires are expected to be significantly smaller than the thousands of acres that are usually affected — as small as 200 to 300 acres — and much shorter in duration, prompting the call for a shelter-in-place, which would typically last for only a few hours.

"What we mean by shelter in place is that most people would be asked to simply stay home or in their offices during the fire situation. The Laboratory or the Los Alamos Fire Department would only move

people directly affected by a localized fire and would typically move those folks to a location nearby, but out of harm's way," said Gene Darling of Emergency Management and Response (S-8).

As the school system enters the summer break, parents will no doubt be wondering how shelter-in-place will work with the many varied summer programs and day-care centers in the area. "The county will begin a coordination effort, to make sure as many of the private, public and religious summer programs and day-care providers as possible know what we mean by shelter-in-place and communicate to their parents what procedures they will undertake should we experience a fire this season," said Phil Taylor, Los Alamos County emergency management coordinator.

The Los Alamos Fire Department warns that people clogging the roadways trying to evacuate could delay fire fighters and expose drivers to large numbers of emergency vehicles as they try to quickly respond, as well as putting motorists in direct danger.

For more information, contact EM&R at 7-6211, Los Alamos County Emergency Management at 663-0883 or the Los Alamos school system at 663-2222. Addition information also is available from the EM&R Web site at emr.lanl.gov.



Lab retiree sets national record in 48-hour Ultracentric Run



by Steve Sandoval

He's not faster than a speeding bullet and probably can't leap tall buildings in a single bound. But Laboratory retiree Aaron Goldman's recent record-setting performance at the 24- and 48-hour Ultracentric Run might be considered superhuman.

The 70-year-old Goldman, a 1991 Lab retiree in the former Nuclear Safeguards (N-5), set a national record for the 70-74 age group by walking and running 151 miles, 633 yards in 48 hours. In the event in Addison, a Dallas suburb, late last year, Goldman beat his nearest age-group competitor by more than 9 miles and finished fifth overall among the 13 competitors.

The previous record was 142 miles for the 48-hour event, Goldman said.

"During the last three hours, I could not stand up straight while I was going around the track. I was bent over. I just ached all over," Goldman recalled of the event, which was noted in Sports Illustrated's weekly "Faces in the Crowd" section. "About nine hours into the run I felt this pain in the toes of my right foot, so I took off my shoe

and saw my toe nail was nearly ripped off. I removed the skin and nail, changed shoes and finished the last 39 hours with no further foot pain," Goldman continued. "When I passed 142 [miles] I thought, 'I want to shoot for 150.' At that point I was crawling. I could barely walk.

Goldman even received a bowl from Sports Illustrated attesting to his feat and a subsequent mention in the weekly magazine.

Goldman, a statistician by profession, is well known on the local running circuit. "I never keep track of hours. I just go out, whatever I'm in the mood for," he says of his regular running routine. "I'm always prepared. I run every day."

He came to the Los Alamos Scientific Laboratory as a summer student in 1957, joining the Lab as a regular staff member three years later. He left in 1965 to teach statistics at Gonzaga University in Washington. He also taught at the University of Nevada-Las Vegas for 10 years during which he took a one-year sabbatical to do research and consult at the University of California, Davis.

Goldman returned to Los Alamos in 1979 in the former Statistics Group (S-1) and also worked in Nonproliferation and International Security (NIS) Division. From 1988 to 1991 Goldman also worked at the International Atomic Energy Agency in Vienna, Australia.

During the Ultracentric, participants are allowed to sleep about an hour each day and take food, rest and water breaks as often as needed. Goldman took a one-hour nap the first day and rested 1 1/2 hours the second day. Medical personnel are onsite to attend to the participants, he said.

He recalled that during the event, a Canadian competitor pulled off the oval track to take a short nap. "He came back 10 hours later," said Goldman.

"That's the neat thing with 48-hour runs, no matter how fast you are, you're going to slow down, you're going to walk. So you get to meet some famous runners," said the Los Alamos resident.

This wasn't Goldman's first Ultracentric. In 2001, he covered 103 miles in the 24-hour run.

And on March 1, Goldman set another 70-74 age group record by running 98.3 miles in 24 hours at the Houston Ultra weekend in Texas.

Two weeks after the 48-hour Ultracentric, Goldman did a 50-kilometer run in Houston. "I finished with my daughter. We took it easy," he said.



They like to run ...

Here's a sampling of some Lab employees who competed in recent running/endurance events.

Leo Torres of Imaging Services (IM-4) was fifth overall in the Sun Mart 50-kilometer run in Houston.

Blake Wood of Thermonuclear Applications (X-2) last October ran 150 miles from Bad Water in Death Valley, Calif., some 280 feet below sea level, to Mount Whitney, 14,495 feet above sea level. "There's a lot of up and down in between," Wood understated.

Wood covered the distance in 60 hours, including six hours of sleep. Woods' father accompanied him on the more-than-jog, providing food and water "wherever it was convenient."

"I like a challenge. I like the desert. I knew it would be very pretty, and it was. It was just kind of an interesting challenge," said Wood.

Erica Larson of Tritium Science and Engineering (ESA-TSE) ran the Tucson Marathon last December in a personal best time of 2 hours, 46 minutes, 43 seconds. Larson was third woman overall and first in the 30-34 age group. The time also qualified Larson for the 2004 Summer Olympic time trials in St. Louis in April 2004.

Miles Baron of Primary Design and Assessment (X-4) also did Tucson Marathon in 2:38.12, ninth overall, while **Tom Asaki** of Computational Science Methods (X-8), finished in 3:57.30.

And last month, Baron won the Bandelier Marathon in 2:59. **Aaron Goldman** also ran in the 50-mile Bandelier Run.

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