

DRAFT

U.S. Department of Energy  
Savannah River Nuclear Solutions, LLC | Savannah River National Laboratory

NATIONAL SECURITY

CLEAN ENERGY

ENVIRONMENTAL STEWARDSHIP

# Nuclear Knowledge for the Nation

A future vision for the Savannah River Site

## We know where we've been.

**SRS has a history of national service.** From its inception in the early 1950s, the Savannah River Site (SRS) has provided knowledge, technology and integrated solutions for our most pressing national needs. The scale and boldness of SRS contributions were forged in the nation's need to win the race for worldwide nuclear weapons superiority. For nearly 40 years, SRS pioneered the development of new nuclear technologies and deployed those technologies at scales not previously experienced by mankind. Achieving that success required massive investment, extreme personal sacrifice and the creation of untold new innovations. Entire communities were relocated, a world-class workforce was created from whole cloth, and infrastructure—never before imagined—was built in record time. By the late 1980s it was clear to the world that the U.S. nuclear capability would serve as a deterrent to any other nation's ambition to launch a broad nuclear attack. SRS accomplishments continue to stand at the core of our nation's nuclear deterrent.

## We know where we are.

Current SRS missions are important to the nation and the region.

Today, SRS continues its heritage of national service through its work on environmental stewardship, disposition of proliferant materials and manufacture of critical nuclear weapons components. SRS supports the mission of the U.S. Department of Energy (DOE) Environmental Management (EM) Program and the needs of this region by applying its nuclear knowledge and engineering capability to safely and effectively clean up Cold War legacy nuclear materials. These legacy materials include solid and transuranic wastes, international used research reactor fuel, liquid wastes, and groundwater restoration at SRS. At the same time we are executing this important environmental work, new missions are being developed at SRS to support our national goal to reduce the global availability of proliferant nuclear material. These new missions are just beginning with the construction of the Mixed Oxide (MOX) Fuel Fabrication Facility and the construction of the Salt Waste Processing Facility. As the nation's only supplier of tritium, SRS also plays an enduring role to guarantee that our nuclear stockpile remains strong.

## Now, we know we must put SRS on a new path of national service.



SRS has always served the nation with innovative approaches and a solid commitment to getting the job done. Our history has prepared us with an unparalleled workforce and set of physical assets that are unique in their scale and flexibility to store, process, track and control a wide range of nuclear materials. As stewards of these national assets, it is our obligation to ensure that these investments continue to provide the greatest possible return of value to our nation.

Today, the threats against our nation's security and prosperity are no less significant than they were in the days of the Cold War. However, today's threats are more complex and interdependent than a single Cold War adversary, and they intersect with the U.S. responsibilities to provide economic prosperity for our people, to care for the environment that we live in, and to provide a secure world that benefits our nation and our global allies.

There is little question that nuclear technologies, materials and processes play a vital role in this mission triad with increasing worldwide demand for nuclear energy, the desire to control the spread of nuclear weapons of mass destruction, and the need to mitigate serious environmental challenges posed by nuclear materials and processing.

It is our obligation to use our nuclear materials workforce, knowledge and assets to help the nation address its critical missions in environmental stewardship, clean energy and national security. SRS must be proactive in seeking ways to bring unique value to these essential national missions.

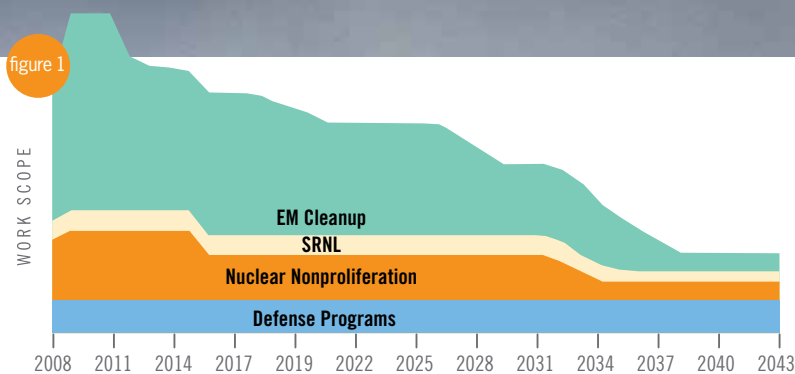
SRS leadership is committed to developing future missions.

SRS is not a closure site. SRS leadership places high priority on developing broader missions for the Site. In December 2010, DOE-Savannah River Manager Dr. David Moody, and Savannah River Nuclear Solutions (SRNS) President and CEO Garry Flowers chartered a core team—Enterprise SRS—to develop a broad vision for SRS as an enduring national asset.

The Enterprise SRS team was led by Dr. Terry Michalske, Director of Savannah River National Laboratory (SRNL), and was composed of technical and programmatic experts from DOE and SRNS. The team worked through the month of January 2011 to develop a framework for the Site's future vision.

The Enterprise SRS core team used a state-of-the-art planning tool to assess our current state of capabilities, our business networks of customers, suppliers and competitors, and the broader political and policy context for our work. The core team proposed specific business objectives that would allow SRS to broaden its impact in environmental stewardship, clean energy and national security mission areas. In executing its charter, the core team met twice with the broader DOE and SRNS leadership team to engage them in planning and to incorporate their thoughts into the planning framework. Many new understandings emerged from this highly interactive process.

Among the most significant outcomes from the broader leadership team was a commitment to run SRS like a business and be proactive in seeking new mission opportunities for SRS.



**SRS Current Missions:** SRS is on a course toward declining impact on national missions.

We are committed to bringing the collective capability of SRS to bear on our future missions and creating sustained mission impact in environmental stewardship, clean energy and national security.

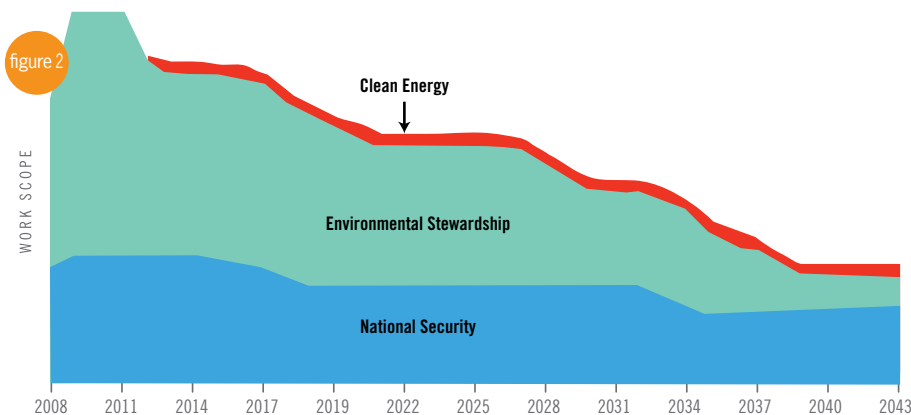
Today's work is fragmented and our work scope is declining.

The core team's assessment work identified many significant capabilities that SRS currently possesses. However, Figure 1—taken directly from the current *SRS Strategic Plan*—clearly and succinctly captures our current and future situation. The chart at left shows two aspects of our current and projected future state. First, SRS is viewed (internally and externally) as a collection of separate and disconnected activities. Second, the scope of work (and therefore mission impact) is projected to decline over time.

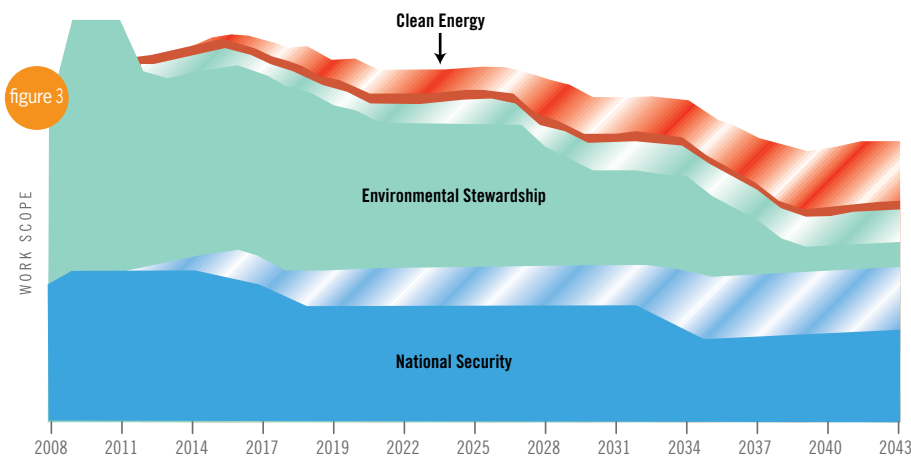
# How do we build a framework for future mission impact?

In building a new road map to the Site future, we took stock of our current impact on the triad of environmental stewardship, clean energy and national security missions.

Figure 2 illustrates our current state of mission impact by simply mapping today's work scope into three principal mission areas. This chart highlights strengths and identifies challenges. In the **national security** mission area, SRS has a very strong base from which to build. The challenge in national security is to steadily increase our mission impact in this area by coordinating resources across SRS and focusing those resources on key national security challenges. The nation's **environmental** cleanup work will decline with time as waste units are effectively remediated. However, we can expand our impact by driving technical innovation and exporting those innovations to the broader national (and perhaps international) environmental cleanup missions. Finally, it is clear from Figure 2 that our work in **energy** is promising, but our ability to impact the national energy agenda will require bold new Site initiatives.



**SRS Alignment to Functional Areas:** Three principal mission areas



**SRS Expanded Focus:** The SRS vision for sustained, multi-mission impact begins now.

Work scope growth doesn't come through a dramatic step change. It must be steady in nature. And it must begin now.

Figure 3 envisions an outcome that we might expect if we begin pursuing this approach today. This new picture for the SRS future shows that a combination of current projected work when complemented by growth of work scope (depicted in the shaded areas) in environmental stewardship, clean energy and national security can create enduring SRS contributions to national missions while providing strong regional economic impact.



# Value propositions and business objectives put SRS on the path toward increased mission impact.

As we seek to be proactive in increasing our impact in the environmental stewardship, clean energy and national security mission areas, we must articulate and demonstrate the value that we bring to our customers. We must define the products, services and support we can provide for our customer's success. As we move toward a more business-like operation at SRS, we must develop our business objectives, stating the specific positions we want to capture in each of the three mission areas. The value propositions and business objectives below were developed by the Enterprise SRS core team and discussed, vetted and refined by the broader DOE and SRNS leadership teams.



Transform liabilities to assets to reduce the environmental legacy of nuclear materials and radioactive waste at SRS in a way that utilizes technology to provide innovative solutions to speed and improve SRS processing and leverages solutions to other DOE locations and customers

### Business Objectives

- ▶ Lead development, validation and assessment of innovative radioactive waste cleanup technologies to accelerate current DOE national program priorities
- ▶ Use SRS's capabilities as solutions to the nation's nuclear materials disposition issues
- ▶ Transform potential liabilities into assets to address national needs



Accelerate the deployment of nuclear energy through public and private partnerships that solve critical nuclear material storage, processing and disposition challenges, and use our broader expertise to support regional energy sustainability.

### Business Objectives

- ▶ Accelerate deployment of small modular nuclear reactor technology
- ▶ Demonstrate clean energy systems
- ▶ Develop and lead the nation's used nuclear fuel cycle initiatives



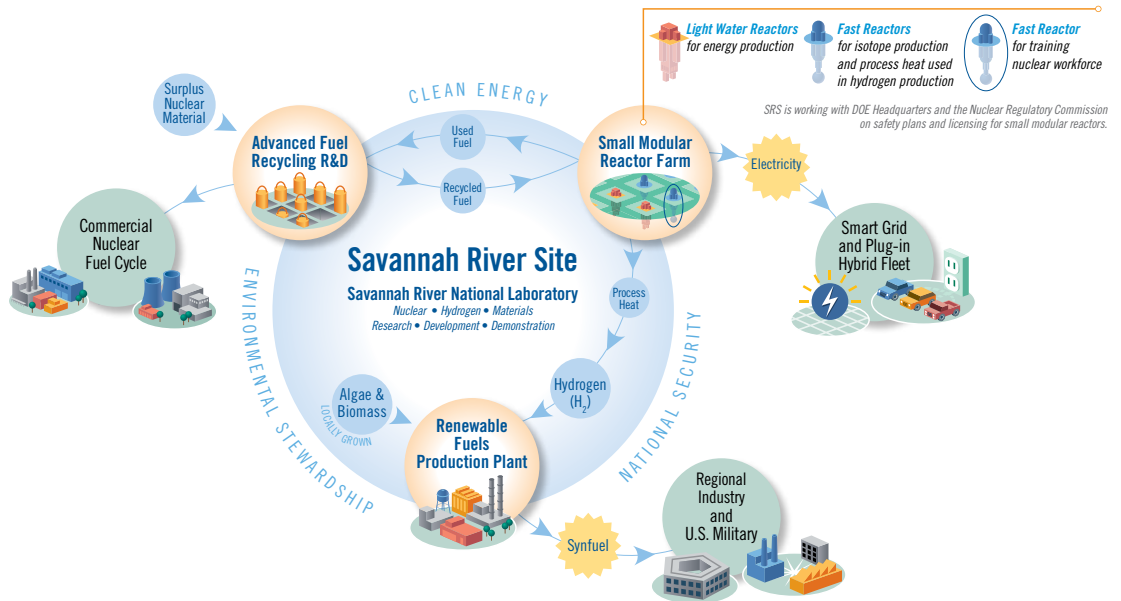
Enhance national security by providing customized solutions to the global nuclear nonproliferation, deterrence and threat reduction challenges through the innovative application of unique nuclear materials, technology and systems assets at SRS.

### Business Objectives

- ▶ Lead in proliferant materials disposition
- ▶ Lead in global nuclear nonproliferation and threat reduction systems solutions through R&D, analysis, forensics and demonstrations
- ▶ Lead in national deterrence programs, including the R&D and management of tritium and helium-3 for the nation

# The Enterprise SRS Vision

A part of the U.S. Department of Energy Comprehensive Asset Revitalization Strategy



SRS leadership is committed to moving forward with this new vision. Each of us will have an opportunity to participate and our overall success will depend upon all of our contributions.

## Where do we go from here?

Pursue top priority objectives

Re-shape cultural, organizational and business practices

Build strong business and inter-agency support networks

What has been done so far is exciting and has captured the enthusiasm and commitment of the involved Site leadership. However, each of us involved in this first step understand that we are only at the beginning of our journey to create an enduring, high-impact future for SRS. The following is a set of activities that must follow in order to keep SRS focused on the path to broad mission success.

The business objectives identified must be supported with specific and immediate initiatives. Resources must be redirected to begin that work. Pursuing all nine business objectives is not feasible and SRS leadership is now selecting a small set of high priority objectives so that specific initiatives can be defined and the required resources allocated.

As important as it is to understand where we are headed, it is equally important to address the cultural, organizational and business operations that will be required to achieve success. We must actively seek to expand our national impact and must learn to partner across the Site, involving multiple contractors and multiple federal agencies in our future. We must also learn how to focus our critical assets and workforce on multiple customer objectives. Achieving these ends will challenge our current way of doing business.

The envisioned future demands that SRS become a critical player in missions that engage multiple federal agencies and private sector organizations. We will have to define and build relationships with policy makers, customers, suppliers and competitors, and extend beyond the boundaries of SRS to obtain that future.

# Communicating the Enterprise SRS vision

To bring the Enterprise SRS vision to reality, our key messages must be communicated to crucial stakeholders. We will communicate top priority objectives in order to reshape cultural, organizational and business practices and build strong business and inter-agency support networks.

## General Planning Assumptions and Strategic Considerations

- ▶ Enterprise SRS will become the new Site identity.
- ▶ Local communities are largely supportive of SRS and are willing to work for policies and decisions that create new missions that meet national needs and minimize risks to stakeholders and assets.
- ▶ Community leaders want SRS and DOE to fulfill its commitments to nuclear materials management and disposal of waste stored on the Site.
- ▶ SRS stakeholders are unaware or unsure of the scope of accountability with DOE for operations and management of SRS.
- ▶ Community leaders are seeking the Site's direction and leadership.
- ▶ Success will require a cohesive SRS plan that is supported and executed throughout DOE and across contractors at SRS – with the engagement and participation of local, state and Federal leaders.
- ▶ DOE has an established communications and stakeholder engagement program to facilitate public consent and support for mission expansion and growth and is currently operating within performance goals.
- ▶ Both the M&O and LW contractors have achieved effective communications capabilities and stakeholder engagement sufficient to build/establish trust and support mission expansion and growth at SRS.
- ▶ Staffing and resources are sufficient but will require reorganization to meet performance goals.
- ▶ A more defined strategic direction for SRS mission expansion and growth will facilitate and improve communications and engagement with stakeholders.



## Key Messages

- ▶ **SRS is not a closure site.**
- ▶ **SRS is uniquely qualified to support national security, environmental and energy mission areas.**
- ▶ **SRS will transform liabilities to assets to reduce the environmental legacy of nuclear materials and radioactive waste at SRS.**
- ▶ **SRS will enhance national security by providing customized solutions to the global nuclear nonproliferation, deterrence and threat reduction challenges**
- ▶ **SRS will accelerate deployment of nuclear energy through private partnerships that solve critical nuclear material storage, processing and disposition challenges**
- ▶ **SRS will be energy independent by 2020 and be poised to support regional energy sustainability**
- ▶ **SRS serves the nation through innovative approaches and is committed to getting the job done.**
- ▶ **Safety and security are prerequisites to performing any task.**
- ▶ **SRS experience and expertise in nuclear materials is highly competitive with a recognized unique knowledge base regarding plutonium and tritium.**
- ▶ **Today's threats against our nation's security and prosperity are no less significant than they were during the Cold War.**

## Enterprise SRS Critical Audiences

- ▶ Core Team – Project Team designing and implementing the “total project” management and execution of the initiatives
- ▶ Executive Team – Leaders providing direction and consent to implement the initiatives
- ▶ Management Team – Executives and managers for SRS organizations and functions needed to execute project initiatives
- ▶ Communications Team – Multi-organizational team accountable for communications management and execution
- ▶ Employees – all organizations to provide stewardship and serve as ambassadors in communities of interest
- ▶ Pensioners – all organizations
- ▶ Local and state elected officials – officials having policy and governmental leadership accountabilities in the jurisdictions of interest to SRS
- ▶ State Governors – SC and GA
- ▶ Congressional Delegations – SC and GA (limited engagement with TN and ID)
- ▶ Government and private economic development organizations – Government and private organizations supporting regional economic development
- ▶ Local universities and colleges – SC and GA.
- ▶ Local civic, business and commerce organizations in communities of interest
- ▶ Other Federal agencies – DOD, DHS, NRC and DOJ
- ▶ Other DOE sites – OR, ID
- ▶ DOE Headquarters – EM, NNSA, NE, Office of Science
- ▶ Nuclear industry sector organizations
- ▶ Nuclear industry sector coalitions and associations
- ▶ Contractor parent companies

## Roles and Responsibilities

### Executive Team: Policy

- ▶ Provide guidance on the business objectives, priorities, messages and sensitivities
- ▶ Review and approve message strategy
- ▶ Lead all-hands and all-managers meetings (one per quarter)
- ▶ Participate in speaking engagements, public meetings and other communication/PR opportunities/needs
- ▶ Establish expectations for one-on-one communications between management and employees

### Core Team: Design/Strategy

- ▶ Provide guidance on “big picture” issues and communication needs
- ▶ Maintain a designated person to provide information, including approval of news releases and publications or designate a subject matter expert to do so
- ▶ Work with Communications Team to conduct vulnerability analysis and identify derailers by issue, organization and audience
- ▶ Work with Communications Team to develop opposition analysis and strategic communications planning

### Management Team:

#### Implementation/Milestones/Metrics

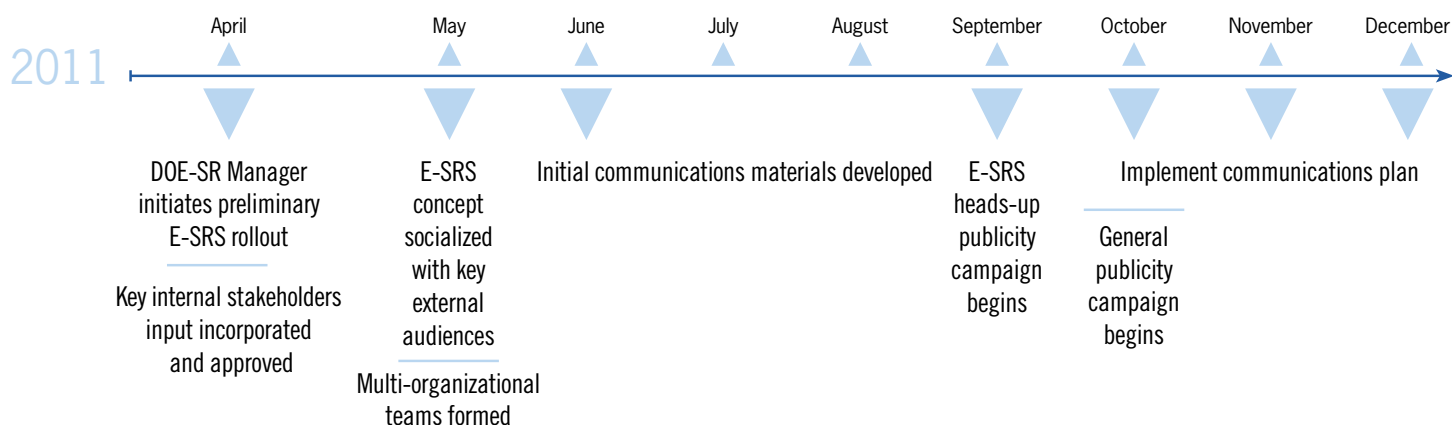
- ▶ Effectively convey key messages to employees and key audiences
- ▶ Conduct all-hands and roundtable discussions with employees
- ▶ Recognize employees who participate in outreach activities and serve as ambassadors
- ▶ Ensure employees without access to Lotus Notes receive paper copies of communications

### Multi-organizational Teams:

#### Communications Management and Execution

- ▶ Communications Core Team: Editorial/Message Approval and Design Input
  - Design Team: identity, materials development, production
  - Employee Communications Team
  - Government and Community Relations Team
  - Event Design and Planning Team
  - Media Communications and Engagement Team

## Timeline



## Multi-Purpose Tools

A variety of publications and other communications tools will be developed, maintained, and made available for use in connection with a variety of opportunities and audiences: tours, speaking engagements, media inquiries, meetings with stakeholders or government officials, etc. Where practical, these materials will be maintained on a server accessible to team members for their use as needed.

- ▶ **Logo:** The Enterprise SRS logo will be used wherever appropriate on internal and external communications.
- ▶ **Posters:** A collection of posters will be developed for VIP visits, and made available for placement throughout major facilities. These will represent major accomplishments and goals.
- ▶ **Exhibits:** Attractive exhibits will be developed for use at conferences, workshops, large meetings, etc.
- ▶ **Fact Sheets:** One page fact sheets will be developed and maintained on the project areas and major initiatives.
- ▶ **Annual Report:** A professionally designed annual report will be produced to highlight the year's activities and milestones, as well as the outlook for the coming year. It will be brief and will rely largely on graphs, pictures and bulleted text.
- ▶ **Website:** A website will be designed and launched
- ▶ **Overview:** A slide presentation, incorporating the Enterprise SRS logo will be available for use with internal and external audiences.

## Strategies for Conveying Key Messages

### News Media: News Releases/Media Events

- ▶ News releases/media events will be used to announce the achievement of significant milestones. When possible, news media will be brought on Site for interviews and events. When not possible, news releases, telephone interviews, photography and b-roll footage will be provided.
- ▶ All materials provided to the news media will undergo appropriate review. Photos and videos will be processed through the elements of STI (OPSEC, Classification and Export Control).
- ▶ All news releases will be distributed electronically to employees before or simultaneously with distribution to the news media via InSite
- ▶ **Media Contact:** For most media inquiries, the Media Communications Lead will serve as spokesperson. In some cases, however, it may be advisable to have Core Team members speak directly with reporters.
- ▶ Employees will be informed of significant responses to media inquiries, with the goal of allowing them to hear news directly from the Site, rather than via the news media.

### News Media: Trade Publications

- ▶ **News Releases/Media Events:** All news releases will be provided to appropriate trade publications, which tend to be read by those within the subject industry.
- ▶ **Story Placement:** Major achievements, multi-year projects and significant innovations would be considered as topics for placing stories in appropriate trade magazines.
- ▶ **Media Contact:** Contact with trade publications is handled in the same way as contact with local media. Personnel contacted by writers/editors/producers for external media must contact the Media Communications Lead prior to responding to inquiry from any media.

### News Media: DOE and Corporate Publications

- ▶ DOE complex publications—particularly monthly newsletters—are an excellent way of sharing information about our activities and achievements with DOE-HQ personnel and those throughout the complex. Special attention will be paid to submitting articles for their use. News releases developed for local and trade publications will also be considered for submission to parent company publications.

### Employees

- ▶ InSite, Spectrum and Office of the President messages will be the primary communication vehicle for employees in addition to Management Team communications.
- ▶ A branded letterhead for updates to all employees may be developed to assist with message identity.
- ▶ All-employee meetings are an excellent way to convey a consistent message to the entire business unit at once. They also provide an opportunity for employees who do not have regular contact with upper-level management to hear “straight from the horse’s mouth” about topics of broad interest.

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