

February 13, 2013

Ms. Christine McDonald
Office of Management and Budget
725 17th Street, NW
Washington, DC 20503

Dear Ms. McDonald:

The U.S. Nuclear Regulatory Commission (NRC) invites you or another representative from your organization to a half-day session that will help the Commission shape the future strategies of the agency. This session will be held at the NRC on February 28, 2013, from 9 a.m. to 12 p.m., eastern standard time, in the Two White Flint North Building, 11545 Rockville Pike, Second Floor Room B3, Rockville, MD, 20852. During this meeting, we will be asking the invitees to help us identify strengths, weaknesses, opportunities and threats, that should be considered as we develop our strategic framework. This is a Category 2 meeting in which participation is open primarily to the invitees. However, the NRC has also set aside some time at the end of the meeting for public comment.

The Government Performance and Results Modernization Act of 2010 requires that Federal agencies update and publish their strategic plans on a 4-year cycle aligned with Presidential terms. The plans are now due in February of the year following the start of each new term, which means that the next set of plans will be due in February 2014. As part of this process, NRC would like to consider the views and suggestions of other parties that could be affected by or interested in the agency's plan.

In May 2010, the NRC solicited input from stakeholders on a previous revision to the strategic plan. Although stakeholder input was incorporated to some extent, the Commission ultimately decided not to make significant revisions to the previous plan. The NRC published the resulting document as NUREG-1614, Volume 5, "Strategic Plan: Fiscal Years 2008–2013," in February 2012.

For the upcoming Fiscal Year 2014–2018 Strategic Plan, the NRC is taking an approach that will likely result in more substantive changes. It is important to develop this plan in a manner that enables the agency to benefit from a broad mix of stakeholder perspectives, which is why the NRC is asking you to participate in this process.

On February 7th, the Commission approved the top-level elements of the Strategic Plan Framework, including two strategic goals: (1) Ensure the safe use of radioactive materials, and (2) Ensure the secure use of radioactive materials. Enclosure 1 provides a worksheet as a starting point for the session's discussion on the NRC's strengths and weaknesses in these two outcome areas, as well as the likely opportunities and threats or challenges the agency will face over the next 4 years. If possible, please complete the worksheet and bring it with you to the meeting. Please strive to be as candid, open, and clear in your opinions as possible. The

agency is looking for the most important and actionable items to help the NRC fill any performance gaps you perceive in achieving the two goals. The NRC would be happy to answer any questions you may have in completing the worksheet.

The NRC would like to have as many of its stakeholders attend in person as possible. However, participants may choose to join the meeting as part of a Web conference over the Internet. This option requires dialing in to a telephone conference call and, at the same time, logging on to a Web site by computer to participate. The NRC will provide details for participating by Web conference to those who choose this option.

If you cannot attend personally, please select another knowledgeable representative who understands the work of the NRC and the nature of your organization's relationship with the Commission. To provide an equitable balance of views at this meeting, the NRC requests that there only be one spokesperson per organization. Please RSVP to Richard Baum (Richard.Baum@nrc.gov or 301-415-0018) by February 25th to let the agency know if your organization will participate in the meeting, who will be attending, contact information, and if the participant will attend in person or by Web conference. Mr. Baum is available to answer any questions you may have in deciding which attendance option to choose or in making arrangements to attend.

If no appropriate representative from your organization is available to attend, the NRC would appreciate your completion of the worksheet in Enclosure 1. Please mail or e-mail your responses by February 25th, to Francine Goldberg at the U.S. Nuclear Regulatory Commission, Mailstop: O-16-E15, Washington, DC 20555 or via e-mail to Francine.Goldberg@nrc.gov.

Sincerely,

/RA/

J. E. Dyer, Chief Financial Officer
Office of the Chief Financial Officer

/RA Michael Johnson for/

R. W. Borchardt
Executive Director
for Operations

Enclosures:
As stated

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Robert Holden, Deputy Director
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Embassy of Tribal Nations
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List of Non-Governmental addressees for letter participants Invited to attend the public meeting

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Stakeholder Worksheet

2014–2018 NRC STRATEGIC PLAN

SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis

SWOT (strengths, weaknesses, opportunities, and threats) analysis identifies internal drivers as strengths and weaknesses and external drivers as opportunities and threats. For this analysis, the U.S. Nuclear Regulatory Commission (NRC) will be focusing on the agency's strategic goals (see below).

Using the template provided for each strategic goal, jot down your ideas for the internal strengths and weaknesses and the external opportunities and threats or challenges that **you believe should drive the development of lower level objectives or strategies to achieve each goal. Focus on the most important and actionable items to close performance gaps.** The NRC will be discussing each of these aspects in a group discussion.

Internal drivers refer to strengths and weaknesses **inside the NRC.**

External drivers refer to opportunities and threats or challenges **outside the NRC.**

NRC Mission and Strategic Goals

Mission

The NRC licenses and regulates the Nation's civilian use of radioactive materials to protect public health and safety, promote the common defense and security, and protect the environment.

Strategic Goals

- Ensure the safe use of radioactive materials
- Ensure the secure use of radioactive materials

SWOT Analysis

Strategic Goal 1. Ensure the safe use of radioactive materials

Performance Indicators

- Number of risk-significant exposures to radiation.
- Number of risk-significant releases of radioactive materials into the environment.

Focus on the most important and actionable items to close current or possible future performance gaps.

Drivers internal to the NRC	Strengths	Weaknesses
Drivers external to the NRC	Opportunities	Threats or Challenges

SWOT Analysis

Strategic Goal 2. Ensure the secure use of radioactive materials

Performance Goal

- Number of instances of sabotage, theft, diversion, or loss of risk-significant quantities radioactive material.
- Number of public disclosures of classified or Safeguards Information through quality measures.

Focus on the most important and actionable items to close current or possible future performance gaps.

Drivers internal to the NRC	Strengths	Weaknesses
Drivers external to the NRC	Opportunities	Threats or Challenges