

August 11, 2004

ALL STATE LIAISON OFFICERS  
ALL RADIATION CONTROL PROGRAM DIRECTORS

**U.S. NUCLEAR REGULATORY COMMISSION (NRC) FY 2004-2009 STRATEGIC PLAN**

This is to inform you that the NRC has issued its FY 2004-2009 Strategic Plan (NUREG-1614, Volume 3), enclosed. The new strategic plan describes the strategies and means by which the NRC intends to accomplish its mission, which is to "license and regulate the Nation's civilian use of byproduct, source, and special nuclear materials to ensure adequate protection of public health and safety, promote the common defense and security, and protect the environment." In addition, the Strategic Plan contains the Commission's vision that the NRC pursue "excellence in regulating the safe and secure use and management of radioactive materials for the public good."

The plan includes five goals of safety, security, openness, effectiveness, and management, which together support our ability to maintain the public health, safety, and trust. It also reflects the interrelationship among safety, security, and emergency response. The agency's five goals are described below in further detail:

**Safety** - Ensure protection of public health and safety and the environment.

The NRC's primary goal continues to be the safe use of radioactive materials to ensure the protection of public health and safety and the environment. Specific strategies are identified to ensure there are no reactor accidents or releases of radioactive materials that result in significant radiation exposures, fatalities or adverse environmental impacts.

**Security** - Ensure the secure use and management of radioactive materials.

The goal on security has been added in response to the events of September 11, 2001. To achieve this goal, specific strategies are identified to ensure there are no instances in which licensed radioactive materials are used in a terrorist act in the United States.

**Openness** - Ensure openness in our regulatory process.

The goal on openness specifically recognizes that stakeholders need to be informed about, and have an opportunity to participate in the NRC's regulatory process. The NRC views nuclear regulation as the public's business and, as such, it should be transacted openly and candidly in order to maintain the public's confidence.

**Effectiveness** - Ensure that NRC actions are effective, efficient, realistic, and timely.

The Agency's drive to improve its performance, coupled with increasing demands on the NRC's finite resources, clearly indicates a need for the Agency to become more effective, efficient, realistic, and timely in its regulatory activities. Initiatives related to this goal are aligned with the Agency's safety and security goals, and serve to ensure that available resources are optimally directed toward the NRC's mission.

**Management** - Ensure excellence in Agency management to carry out the NRC's Strategic Objective. The Agency believes that management excellence is essential to support the staff in accomplishing the Agency's mission. This goal includes strategies for the management of human capital, infrastructure management, financial management, electronic government, budget and performance integration, and internal communications.

The new Strategic Plan includes some evolutionary changes from the Agency's prior plan. For example, the current safety goal clarifies that the Agency will "ensure" rather than "maintain" the safe use of radioactive materials; however, the Agency's safety goal remains unchanged. It also remains the Agency's primary goal. Another difference between the Strategic Plan and the prior plan is the new goal on security. It has been added to reflect changes in the current threat environment and the Agency's response to the events of September 11, 2001. The Agency's goal to "ensure openness" has been changed from "increase public confidence" because openness is a more measurable means to enhancing public confidence in the Agency. Lastly, the Agency's prior goal to "reduce unnecessary regulatory burden" is now included within the scope of the effectiveness goal, which also addresses the need for the NRC to become more efficient, realistic, and timely in its regulatory activities.

The Strategic Plan and the brochure are now available on the NRC's Web page at: <http://www.nrc.gov/reading-rm/doc-collections/nuregs/staff/sr1614/>. For further information about the Strategic Plan, contact George S. Smolik ([gss1@nrc.gov](mailto:gss1@nrc.gov), 301-415-0222) or William H. Lovell ([whl@nrc.gov](mailto:whl@nrc.gov), 301-415-6230).

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