

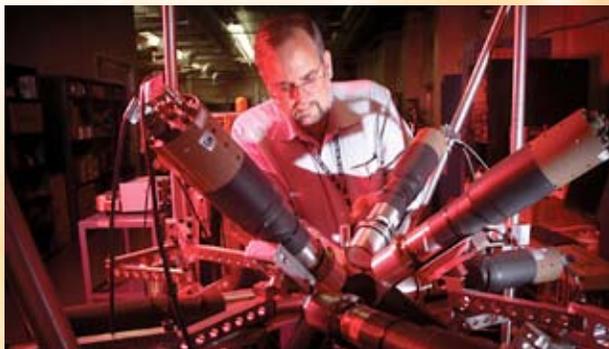
# OTHER ACCOMPANYING INFORMATION



Red Storm Supercomputer.



Exploratory Tunnel, Yucca Mountain.



Radiation Detection Measurements, Idaho National Laboratory.



Substation Work, Southwestern Power Administration.

## INSPECTOR GENERAL'S MANAGEMENT CHALLENGES

On an annual basis, the Office of Inspector General identifies what it considers to be the most significant management challenges facing the Department of Energy. This effort is an important component of our effort to assess the Department's progress in addressing previously identified challenges, and it serves to highlight emerging issues facing the agency. The management challenge process also assists the Office of Inspector General in setting priorities for its reviews of Department of Energy programs and operations.

This year, we have identified six management challenges:

- Contract Administration
- Cyber Security
- Energy Supply
- Environmental Cleanup
- Safeguards and Security
- Stockpile Stewardship

Representing risks inherent to the Department's operations as well as those related to its management function, these challenges are, for the most part, not amenable to immediate resolution and must, therefore, be addressed through a concentrated, persistent effort over time. In addition to the management challenges, we also develop a "watch list," which consists of issues that do not meet the threshold of being classified as management challenges, yet warrant continued attention by the Department. This year, the watch list includes Human Capital Management, Infrastructure Modernization, and Worker and Community Safety.

For a number of years, the Office of Inspector General's management challenge list included both "contract management" and "project management" as separate challenge areas. The Department has undertaken a significant effort to address long-standing problems with its management of projects. In recognition of these efforts, we have eliminated project management as a stand-alone challenge. We take this action, recognizing that in a Department such as Energy, which is so contractor-dependent, there remains a direct link between success in administering its thousands of contract instruments and effective project management. Although the Department's new project management initiatives are as yet untested, our analysis suggests that its remediation plan has the potential to resolve many of the problems we have identified in the past.

### **Contract Administration**

To accomplish its mission, the Department places significant reliance on contractors, employing over 100,000 contractor employees, and numerous subcontract employees. Contracts are awarded to industrial companies, academic institutions, and non-profit organizations that operate a broad range of Department

facilities. In fact, a substantial portion of the Department's operations are carried out through contracts.

During FY 2008, the Office of Inspector General conducted a number of reviews, which highlighted the need for improved management of Department contracts. For example, we examined issues such as contract transition activities at the Nevada Test Site, excess charges at the Los Alamos National Laboratory, and changes to the Idaho Cleanup Project contract baseline. These reviews and other work performed by the Office of Inspector General underscore the challenge the agency has in administering major projects and the need for effective contract management.

To its credit, the Department, in coordination with the Office of Management, issued a Root Cause Analysis in April 2008, followed by a Corrective Action Plan in July 2008, as a means of improving its performance in the areas of contract and project management. The stated purpose of these documents was to provide a "roadmap to mitigate or eliminate the obstacles that have significantly impeded the Department's ability to complete projects on cost and schedule." The Corrective Action Plan identified the 10 significant issues and their underlying root causes, which contribute to contract and project weaknesses. Successful implementation of the plan should help address historic project and contract management issues.

In addition to the Corrective Action Plan, the Department has developed other strategies to improve deficiencies in the area of Contract Administration. However, given the number of contracts handled by the Department and the complexity and importance of the Department's numerous multi-million dollar projects, combined with the continuing concerns found during our reviews, we believe that the area of Contract Administration remains a significant management challenge.

### **Cyber Security**

Given the importance and sensitivity of the Department's activities, along with the vast array of data that is produced, cyber security has become a crucial aspect of the Department's overall security posture. In 2005, the Department established a Cyber Security Improvement Initiative, the goal of which was to identify improvements in cyber security controls throughout the complex. However, in recent years, threats to the Government's information systems infrastructure have actually become more frequent and more sophisticated, highlighting the Department's vulnerabilities in this arena.

Although the Department spent approximately \$250 million during FY 2008 to implement cyber security measures, security challenges and threats to the Department's information systems continue and are evolving. Adversaries routinely attempt to

compromise the information technology assets of the Department. As such, it is critical that cyber security protective measures keep pace with the growing threat.

In 2008, as required by the Federal Information Security Management Act (FISMA), the Office of Inspector General conducted a review to determine whether the Department's unclassified cyber security program adequately protects data and information systems. While we concluded that the Department continued to make incremental improvements in its unclassified cyber security program, our evaluation determined that additional action was required to further enhance the agency's overall cyber security program and help reduce risks to both its systems and data. For example, our review identified opportunities for improvements in areas such as certification and accreditation of systems, contingency planning, systems inventory, and segregation of duties.

Other cyber security reviews conducted by the Office of Inspector General addressed the certification and accreditation of national security systems and the management of public accessible websites. We also completed a FISMA review of cyber operations at the Federal Energy Regulatory Commission, which identified a number of areas for improvement. In total, each of these reviews highlighted the risks associated with protecting the Department's computer systems and personnel information. As a result of these risks and in light of recent events involving intrusions to the Department's systems, we have identified Cyber Security as a significant management challenge.

### **Energy Supply**

Recent spikes in the cost of energy have underscored fundamental concerns related to the availability of energy supplies in this country. This issue has had a dramatic impact on energy consumers and the U.S. economy, with implications for our national security. While the Department's authorities in this area are indirect, there is an expectation that the Department will play a leadership role in ensuring that the Nation's energy needs are met through the development, implementation, and execution of sound energy policy. Providing the leadership to ensure reliable, affordable, and environmentally sound energy supply represents a significant management challenge for the Department.

Changes to the Energy Policy Act (Act) has provided the Department with the opportunity to aggressively implement key provisions of the legislation, while leading the effort to increase our national investment in alternative fuels and clean energy technologies. An important and far-reaching provision of the Act authorized the Department to provide loan guarantees for projects that "avoid, reduce, or sequester air pollutants or anthropogenic emissions of greenhouse gases and employ new or significantly improved energy production technologies as compared to commercial technologies in service in the United States." The Department hopes to begin approving projects under

its Loan Guarantee Program in the coming months. If effective, the Department's Loan Guarantee Program as well as other Department initiatives could provide vital assistance in ensuring that the next generation of American energy technologies are developed successfully and cost efficiently.

Nonetheless, the energy issues facing the world today will not be resolved overnight. Addressing these issues will require both short-term and long-term solutions. For example, the Department is tasked with helping to modernize our national energy infrastructure; expand the Strategic Petroleum Reserve; invest in clean energy technologies such as hydropower, wind, solar, and cellulosic biomass; and promote conservation in our homes and businesses. Given the importance of stabilizing the country's energy supply and the challenges that this monumental task requires, we have categorized Energy Supply as a significant management challenge facing the Department.

### **Environmental Cleanup**

Since its establishment, the Department has had an important environmental mission. With the end of the Cold War, this mission took on even greater importance, as the agency began to dispose of large volumes of solid and liquid radioactive waste, resulting from more than 50 years of nuclear defense and energy research work. Currently, there is more than 1.5 million cubic meters of solid radioactive waste and 88 million gallons of radioactive liquid waste that requires disposal. The disposal and cleanup costs associated with these efforts is projected to be in the hundreds of billions of dollars.

Due to the risks and hazards associated with this difficult and costly task, we conducted a series of reviews during FY 2008 to assess the Department's activities in fulfilling its mission with regard to environmental cleanup. For example, as early as 1943, the Los Alamos National Laboratory began disposing of its hazardous waste in pits, trenches, shafts, and landfills. In March 2005, the Laboratory, the New Mexico Environment Department, and the Department of Energy signed a Consent Order to address the potential release of contamination from this waste. However, an April 2008 audit disclosed that, absent a dramatic change in approach, it is unlikely that the Department will complete certain long-term remediation activities at Los Alamos in accord with applicable requirements. The Department has experienced delays in removing waste from various facilities, making it unlikely that remediation milestones established in the Consent Order will be met. Our finding at Los Alamos is consistent with a broader observation made recently by Department management that the agency would not meet some milestones and obligations contained in environmental agreements that have been negotiated over many years.

The Los Alamos cleanup effort highlights just one example of the monumental task that the Department faces to ensure that contaminated materials and radioactive waste are disposed of in

a safe, timely, and cost-effective manner. Overseeing the largest cleanup effort in the world, the Department has made significant progress at several locations. However, the Department continues to experience delays and cost overruns associated with programs at various sites. As has been the case in previous years, Environmental Cleanup remains a management challenge that warrants significant attention on the part of Departmental management.

### **Safeguards and Security**

With the advancement of the Manhattan Project and the race to develop the atomic bomb during World War II, the origins of the Department are inextricably linked to principals of national security. While the Department has shifted its focus over its history as the needs of the Nation have changed, special emphasis on safeguards and security has remained a vital aspect of the Department's mission. The Department plays a vital role in the Nation's security by ensuring the safety of the country's nuclear weapons, advancing nuclear non-proliferation, and providing safe and efficient nuclear power plants for the United States Navy. In order to faithfully execute its mission, the Department employs numerous security personnel, protects various classified materials and other sensitive property, and develops policies designed to safeguard national security and other critical assets.

Over the past year, the Department has made strides in implementing safeguards and security measures to protect the agency's numerous employees and facilities. While this progress is positive, we conducted, during FY 2008, several reviews that highlighted the need for continued improvement in this area. For example, we examined topics such as to compartmental information, security clearances, foreign visits, and the certification and accreditation of national security information systems. In each of these areas, we identified instances in which the Department needed to improve its policies, procedures, and/or operations relating to safeguards and security.

These examples as well as other work by the Office of Inspector General highlight the importance of Safeguards and Security and the necessity for continued focus and improvement by Department management on this crucial management challenge.

### **Stockpile Stewardship**

The Department is responsible for the maintenance, certification, and reliability of the Nation's nuclear weapons stockpile. In order to ensure that our nuclear weapons continue to serve their essential deterrence role, the Department conducts stockpile surveillance and engineering analyses, refurbishes selected nuclear systems, and sustains the ability to restore the manufacturing infrastructure for the production of replacement weapons.

Given the importance and complexity of the Department's role in ensuring the vitality of the U.S. nuclear stockpile, we have classified Stockpile Stewardship as a significant management challenge. In recent years, the Office of Inspector General has conducted a number of reviews to examine the Department's activities and management strategies in this arena. For example, a July 2008 review examined the nuclear weapon's safety programs at the Sandia National Laboratory. Although ultimate responsibilities for nuclear weapons safety rests with Federal managers, Sandia National Laboratories, a contractor-operated entity, produces independent safety assessments, which identify potential safety issues. We found that the Laboratory had not resolved internal disagreements about the need to address identified nuclear weapon safety issues or made the Department aware of these disagreements.

In another review, we identified issues relating to the Department's heavy water inventory, which is used in support of the stockpile stewardship program. Based on our analysis, the Department's heavy water inventory is adequate to meet near-term requirements, but absent new sources of material, the inventory is likely to be fully depleted by 2019. Further, the Department has yet to establish a path forward to secure new sources of heavy water. If the Department does not take timely action to secure new sources of material, it is a risk of not being able to fulfill its future national security missions, including current and future weapons life extension programs.

In addition, as noted in other Office of Inspector General reviews, the Department needs to make improvements in its life extension and surveillance programs. Also, existing practices related to the cost and scheduling of stockpile stewardship activities needs to be closely monitored. While we recognize that the Department has taken action in recent years to further enhance the safety and reliability of the Nation's nuclear weapons stockpile, additional action is necessary to sustain a viable nuclear weapon stockpile.

SUMMARY OF FINANCIAL STATEMENT AUDIT AND MANAGEMENT ASSURANCES

<b>Audit Opinion</b>	Unqualified				
<b>Restatement</b>	No				
<b>Material Weaknesses</b>	<b>Beginning Balance</b>	<b>New</b>	<b>Resolved</b>	<b>Consolidated</b>	<b>Ending Balance</b>
<b>Total Material Weaknesses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Effectiveness of Internal Control over Financial Reporting (FMFIA Section II)</b>						
Statement of Assurance	Unqualified					
<b>Material Weaknesses</b>	<b>Beginning Balance</b>	<b>New</b>	<b>Resolved</b>	<b>Consolidated</b>	<b>Reassessed</b>	<b>Ending Balance</b>
No Material Weaknesses reported						
<b>Total Material Weaknesses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Effectiveness of Internal Control over Operations (FMFIA Section II)</b>						
Statement of Assurance	Unqualified					
<b>Material Weaknesses</b>	<b>Beginning Balance</b>	<b>New</b>	<b>Resolved</b>	<b>Consolidated</b>	<b>Reassessed</b>	<b>Ending Balance</b>
No Material Weaknesses reported						
<b>Total Material Weaknesses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Conformance with financial management system requirements (FMFIA Section IV)</b>						
Statement of Assurance	Systems conform to financial management system requirements					
<b>Non-Conformances</b>	<b>Beginning Balance</b>	<b>New</b>	<b>Resolved</b>	<b>Consolidated</b>	<b>Reassessed</b>	<b>Ending Balance</b>
No non-conformances reported						
<b>Total non-conformances</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Conformance with Federal Financial Management Improvement Act (FFMIA)</b>						
	Agency			Auditor		
Overall Substantial Compliance	Yes			Yes		
1. System Requirements				Yes		
2. Accounting Standards				Yes		
3. USSGL at Transaction Level				Yes		

## FINANCIAL MANAGEMENT SYSTEMS PLAN

### Integrated Management Navigation Program

The Integrated Management Navigation (iManage) Program is the Department's solution for managing enterprise-wide systems initiatives. The initiatives aim to achieve improved financial and business efficiencies, integrated budget and performance and expanded electronic government in support of the President's Management Agenda. The iManage Program is a collaborative effort to modernize, consolidate, streamline, and integrate financial, budgetary, procurement, personnel, program and performance information. The program is supported at the core by a portal/central data warehouse that links common data elements from each of the Department's business systems and supports both external and internal reporting. The major system components that make-up iManage are:

- iManage Data Warehouse (IDW)/iPortal
- Standard Accounting and Reporting System (STARS)
- Corporate Human Resources Information System (CHRIS)
- Strategic Integrated Procurement Enterprise System (STRIPES)
- iManage Budget (iBudget)

The primary focus of the iManage Program has been on the modernization, integration and implementation of the Department's corporate financial and business systems. Significant accomplishments have been made in this area and additional work is in progress to complete the modernization of all business systems. However, iManage is now shifting much of its focus to the value of providing products and services to support the Department's strategic vision, mission and decision-making, as well as, interactive peer-to-peer participation. iManage must also address the future workforce needs, specifically: decreased learning curve and improved access to training; increased access to experts and peers; more work using the web and remote access; and improved access to systems and information. iManage will "Connect our People, Simplify our Work and Liberate our Data."

### Current Systems

**iManage Data Warehouse (IDW)/iPortal** – IDW is a central data warehouse linking common data elements from multiple DOE corporate business systems including human resources, payroll, travel, procurement and financial management (accounting and budget) systems. This data is integrated, aggregated and summarized to provide mission critical reporting and query capability.

The iPortal is the iManage "face" to its customers. It provides access to iManage applications, personalized dashboards, messaging (thresholds/alerts), discussion boards, collaboration capabilities, news, reporting, graphing and data exchange

capabilities to DOE executives, managers and staff. An initial beta version of the iPortal, deployed August 2008, includes capabilities such as web conferencing and communities of practice. The iPortal will be an evolutionary process with new features being released on a regular schedule.

**Standard Accounting and Reporting System (STARS)** – STARS provides the Department with a modern, comprehensive and responsive financial management system that provides the foundation for linking budget formulation, budget execution, financial accounting, financial reporting, cost accounting and performance measurement. The financial management component will be integrated with the other major corporate business systems, procurement, budget formulation and execution and human resources.

**Corporate Human Resource Information System (CHRIS)** – CHRIS is a single, integrated Human Resource (HR) system created through a phased approach to provide the highest quality HR information and services to the Department's executives, managers and employees. The primary objectives for CHRIS are to enhance operational efficiencies; reduce paperwork; eliminate redundant information systems; eliminate non-value added work; and provide strategic information necessary to make informed human resource management decisions.

**Strategic Integrated Procurement Enterprise System (STRIPES)** – STRIPES is the procurement and contracts management component of iManage. STRIPES replaced and consolidated federal corporate, regional and local procurement-related systems across the Department. STRIPES automates all procurement and contract activities required or directly associated with planning, awarding and administering various unclassified acquisition and financial assistance instruments; thereby, increasing the internal efficiency of the Department. STRIPES was deployed at Headquarters and a few smaller offices April 2008. The majority of remaining field sites are scheduled for deployment in FY 2009.

### Systems Underway

**iBudget (formerly Standard Budget System)** – iBudget will be the first Department-wide integrated budget formulation and budget execution system. iBudget will standardize budget formulation; streamline budget execution processes; integrate budget and performance data; consolidate corporate budget data; provide analytic capability for "slice/dice" and "what-if" projections; and integrate with other business management and Field systems. Budget formulation will begin a phased deployment in FY 2009.

## IMPROPER PAYMENTS INFORMATION ACT REPORTING

The Improper Payments Information Act (IPIA) of 2002, Public Law (P.L.) No. 107-300, requires agencies to annually review their programs and activities to identify those susceptible to significant improper payments. In addition, the National Defense Authorization Act for Fiscal Year 2002 (P.L. No. 107-107) established the requirement for government agencies to carry out cost effective programs for identifying and recovering overpayments made to contractors, also known as “Recovery Auditing.” The OMB has established specific reporting requirements for agencies with programs that possess a significant risk of erroneous payments and for reporting on the results of recovery auditing activities.

### Improper Payments

Improper payments are monitored by the Department on an annual basis to ensure our error rates remain at minimal levels.

For determining payments subject to the Improper Payments Information Act, the Department includes all payments, whether from contracts or grants. The Departmental erroneous payment rate has remained below one percent since the inception of our tracking program in FY 2002.

### Improper Payment Rates and Outlook (\$ in millions)

Payment Type	FY 2007			FY 2008			FY 2009			FY 2010			FY 2011		
	Outlays \$	Improper Outlays \$	% of Improper Outlays	Outlays \$	Improper Outlays \$	% of Improper Outlays	Outlays \$	Improper Outlays \$	% of Improper Outlays	Outlays \$	Improper Outlays \$	% of Improper Outlays	Outlays \$	Improper Outlays \$	% of Improper Outlays
Vendor/Contracts	16,753	16.0	.10	15,770	13.0	.08	15,120	12.0	.08	14,470	3.0	.02	13,820	3.0	.02
Payroll	6,373	3.0	.05	6,428	2.0	.03	6,163	2.0	.03	5,898	1.0	.02	5,633	1.0	.02
Travel	438	0.4	.09	283	0.3	.11	271	0.3	.11	260	0.1	.02	248	0.1	.02
Other	409	0.3	.07	324	0.0	.01	311	0.0	.01	297	0.1	.02	284	0.1	.02
Total	23,973	19.7	.08	22,805	15.3	.07	21,865	14.3	.07	20,925	4.2	.02	19,985	4.2	.02

### Recovery Auditing

The Department has established a policy for implementing recovery auditing requirements. This policy prescribes requirements for identifying overpayments to contractors and establishes reporting standards to track the status of recoveries. Analysis of payment activities confirmed a low percentage of overpayments and a high recovery rate. The Department will continue to focus on both the identification and recovery of improper payments to maintain our record of low payment errors and ensure effective stewardship of public funds.

### Recovery Auditing (\$ in millions)

Amount Subject to Review	FY 2007			FY 2004 – FY 2006		FY 2004 – FY 2007	
	Actual Amount Reviewed and Reported*	Amounts Identified for Recovery	Amounts Recovered	Amounts Identified for Recovery	Amounts Recovered	Cumulative Amounts Identified for Recovery	Cumulative Amounts Recovered
\$19,398	\$9,837	\$11	\$10	\$43.5	\$35.8	\$54.5	\$45.8

\* Utilized a statistically determined sample size at the 90 percent level of confidence.

## OTHER STATUTORY REPORTING – MANAGEMENT’S RESPONSE TO AUDIT REPORTS

Pursuant to the Inspector General Act Amendments of 1988 (Public Law 100-504), agency heads are to report to Congress on the status of final action taken on audit report recommendations. This report complements a report prepared by the Department’s IG that provides information on audit reports issued during the period and on the status of management decisions made on previously issued IG audit reports.

### Inspector General Audit Reports

The Department responds to audit reports by evaluating the recommendations they contain, formally responding to the IG, and implementing agreed upon corrective actions. In some instances, we are able to take corrective action immediately and in others, action plans with long-term milestones are developed and implemented. The audit resolution and follow-up process is an integral part of the Department’s effort to deliver its priorities more effectively and at the least cost. Actions taken by management on audit recommendations increase both the efficiency and effectiveness of our operations and strengthen our standards of accountability.

During FY 2008, the Department took final action on 70 IG reports with the agreed upon actions including final action on five IG operational, financial and pre-award audit reports with funds put to better use. At the end of the period, 91 reports awaited final action.

### Status of Final Action on IG Audit Reports for FY 2008

The following chart provides more detail on the audit reports with open actions and the dollar value of recommendations and funds “put to better use” that were agreed to by management.

<b>Audit Reports</b>	<b>Number of Reports</b>	<b>Agreed-Upon Funds to Better Use (\$ in millions)</b>
Pending final action at start of FY 2008	114	\$324.8
With actions agreed upon	47	\$.7
Total pending final action	161	\$324.5
Achieving final action	70	\$196.8
Requiring final action at end of FY 2008	91	\$127.7

### Inspector General's Contract Audit Reports

During FY 2008, there was one IG contract audit report pending final action.

### Contract Audit Reports Statistical Table FY 2008

Total Number of IG Contract Audit Reports (Contract and Financial Assistance) and the dollar value of disallowed costs:

<b>Contract Audit Reports</b>	<b>Number of Reports</b>	<b>Disallowed Costs* (\$ in millions)</b>
Pending final action at start of FY 2008	1	\$0
With actions agreed upon	0	\$0
Total pending final action	1	\$0
Achieving final action	0	\$0
Recoveries	0	-
Reinstatements	0	-
Requiring final action at end of FY 2008	1	\$0

\* The amount of costs questioned in the audit report with which the contracting officer concurs and has disallowed as a claim against the contract. Recoveries of disallowed costs are usually obtained by offset against current claims for payment and subsequently used for payment of other eligible costs under the contract.

### Government Accountability Office Audit Reports

The GAO audits are a major component of the Department’s audit follow-up program. At the beginning of FY 2008 there were 43 GAO audit reports awaiting final action. During FY 2008, the Department received 30 additional final GAO audit reports, of which 21 required tracking of corrective actions and nine did not because the reports did not include actions to be taken by the Department. The Department completed agreed-upon corrective actions on 16 audit reports during FY 2008, leaving 48 GAO reports awaiting final action at year-end.

## GLOSSARY OF ACRONYMS

AFR – Agency Financial Report	IGCC – Integrated Gasification Combined Cycle
APR – Annual Performance Report	IOU – Investor Owned Utility
ARO – Asset Retirement Obligations	IPIA – Improper Payments Information Act
BPA – Bonneville Power Administration	IT – Information Technology
CAP – Corrective Action Plan	LANL – Los Alamos National Laboratory
CCS – Carbon Capture and Storage	LEU – Low Enriched Uranium
CD – Compact Disc	MMS – Mineral Management Service
CERCLA – Comprehensive Environmental Response, Compensation, and Liability Act	MT – Metric Tons
CGS – Columbia Generating Station	MTU – Metric Tons of Uranium
CHRIS – Corporate Human Resources Information System	NAPA – National Academy of Public Administration
CIP – Corporate Implementation Plan	NE – Office of Nuclear Energy
CPA – Cleanup Priority Act	NEPA – National Environmental Policy Act
CSRS – Civil Service Retirement System	NNSA – National Nuclear Security Administration
D&D – Decontamination and Decommissioning	NRC – Nuclear Regulatory Commission
DOD – Department of Defense	NRD – Natural Resources Damages
DOE – Department of Energy	NWF – Nuclear Waste Fund
EEOICPA – Energy Employees Occupational Illness Compensation Program Act	NWPA – Nuclear Waste Policy Act
EEER – Office of Energy Efficiency and Renewable Energy	OCRWM – Office of Civilian Radioactive Waste Management
EM – Environmental Management	OMB – Office of Management and Budget
ERISA – Employee Retirement Income Security Act	OPM – Office of Personnel Management
ES&H – Environment, Safety, and Health	PAR – Performance and Accountability Report
ESA – Endangered Species Act	PART – Program Assessment Rating Tool
ESC – Executive Steering Committee	PL – Public Law
EVM – Earned Value Management	PMA – Power Marketing Administrations
FCRPS – Federal Columbia River Power System	PMA – President's Management Agenda
FE – Office of Fossil Energy	PMR – Procurement Management Review
FERC – Federal Energy Regulatory Commission	PRB – Post Retirement Benefits
FERS – Federal Employees Retirement System	R&D – Research and Development
FFMIA – Federal Financial Management Improvement Act	REP – Residential Exchange Program
FISMA – Federal Information Security Management Act	RIK – Royalty-in-Kind
FMFIA – Federal Managers' Financial Integrity Act	ROD – Record of Decision
FY – Fiscal Year	RPSA – Residential Purchase and Sale Agreements
GAO – Government Accountability Office	RSSI – Required Supplementary Stewardship Information
GMRA – Government Management Reform Act	SFAS – Statement of Financial Accounting Standards
GSP – Graded Security Protection	SFFAS – Statement of Federal Financial Accounting Standards
HEDLP – High Energy Density Laboratory Plasmas	SNF – Spent Nuclear Fuel
HEDP – High Energy Density Plasmas	SPR – Strategic Petroleum Reserve
HEU – Highly Enriched Uranium	STARS – Standard Accounting and Reporting System
HR – Human Resource	STRIPES – Strategic Integrated Procurement Enterprise System
HTS – High Temperature Superconductivity	TAD – Transportation, Aging and Disposal
HWMA – Hazardous Waste Management Act	TVA – Tennessee Valley Authority
IDW – iManage Data Warehouse	UF6 – Uranium Hexafluoride
IG – Inspector General	USEC – United States Enrichment Corporation
	WAPA – Western Area Power Administration

## INTERNET REFERENCES/LINKS

### 2008 DOE PAR Pilot Reports

<http://www.cfo.doe.gov/cf1-2/2008parpilot.htm>

### Atomic Energy Commission

[http://www.cfo.doe.gov/me70/manhattan/civilian\\_control.htm](http://www.cfo.doe.gov/me70/manhattan/civilian_control.htm)

### Basic energy sciences

[http://www.science.doe.gov/Program\\_Offices/BES.htm](http://www.science.doe.gov/Program_Offices/BES.htm)

### Biological and environmental research

[http://www.science.doe.gov/ober/ober\\_top.html](http://www.science.doe.gov/ober/ober_top.html)

### Biomass & Biorefinery Systems R&D

<http://www1.eere.energy.gov/biomass/>

### Budget and Performance Integration Initiative

<http://www.whitehouse.gov/omb/budintegration/index.html>

### CFOJobs

<http://www.cfojobs.gov/>

### Cleaning up the environment

<http://www.cfo.doe.gov/strategicplan/environmental.htm>

### Computational science

<http://www.energy.gov/sciencetech/computing.htm>

### Department of Energy

<http://www.energy.gov/index.htm>

### Energy Information Administration

<http://www.eia.doe.gov>

### Energy security

<http://www.cfo.doe.gov/strategicplan/energysecurity.htm>

### Evaluation Report on the Department's Unclassified Cyber Security Program - 2008

<http://ig.energy.gov/documents/IG-0801.pdf>

### ExpectMore.gov

<http://www.whitehouse.gov/omb/expectmore/>

### FutureGen

<http://www.fossil.energy.gov/programs/powersystems/futuregen/>

### Geothermal Technology

<http://www1.eere.energy.gov/geothermal/>

### High Temperature Superconductivity (HTS)

<http://www.oe.energy.gov/hts.htm>

### Hydrogen Technology

<http://www1.eere.energy.gov/hydrogenandfuelcells/>

### Manhattan Project

<http://www.cfo.doe.gov/me70/manhattan/>

### National Nuclear Security Administration

<http://nnsa.energy.gov/>

### Nuclear stockpile

<http://www.cfo.doe.gov/strategicplan/nuclearsecurity.htm>

### Office of Electricity Delivery and Energy Reliability

<http://www.oe.energy.gov/>

### Office of Energy Efficiency and Renewable Energy

<http://www.eere.energy.gov/>

### Office of Fossil Energy

<http://fossil.energy.gov/>

### Office of Management and Budget

<http://www.whitehouse.gov/omb/>

### Office of Nuclear Energy

<http://www.nuclear.gov>

### President's Management Agenda

[http://www.whitehouse.gov/omb/budintegration/pma\\_index.html](http://www.whitehouse.gov/omb/budintegration/pma_index.html)

### Program Assessment Rating Tool

<http://www.whitehouse.gov/omb/part/>

### Reports Consolidation Act of 2000

<http://www.cbo.gov/ftpdocs/21xx/doc2193/s2712.pdf>

### Results.gov

<http://www.whitehouse.gov/results/>

### Roadrunner at Los Alamos National Laboratory (LANL)

<http://www.lanl.gov/roadrunner/>

### Root Cause Analysis Corrective Action Plan

[http://management.energy.gov/documents/Final\\_CAP\\_Report\\_Website.pdf](http://management.energy.gov/documents/Final_CAP_Report_Website.pdf)

### Science and technology

<http://www.cfo.doe.gov/strategicplan/scientific.htm>

### Solar Energy

<http://www1.eere.energy.gov/solar/>

### Strategic Petroleum Reserve

<http://www.spr.doe.gov/>

### Strategic Plan

<http://www.energy.gov/about/strategicplan.htm>

### Strategic Themes

<http://www.cfo.doe.gov/strategicplan/mission.htm>

### Top 500 supercomputer sites

<http://www.top500.org/list/2008/11/100>

### Vehicle Technologies

<http://www1.eere.energy.gov/vehiclesandfuels/>

### Water Power

<http://www1.eere.energy.gov/windandhydro/>

### Wind Energy

<http://www1.eere.energy.gov/windandhydro/>

### Yucca Mountain

[http://www.ocrwm.doe.gov/ym\\_repository/index.shtml](http://www.ocrwm.doe.gov/ym_repository/index.shtml)

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