

Environmental Management Program Direction

Mission Supporting Goals and Objectives

Program Direction provides support to the Federal workforce responsible for the overall direction and administrative support of the EM program, including both Headquarters and field personnel. The EM mission of protecting human health and the environment is carried out by a workforce composed largely of contractors, although there are a variety of functions that are inherently governmental (e.g., program management, contract administration, and interagency and international coordination) that require a dedicated Federal workforce.

The role of the Headquarters Federal workforce is to provide leadership, establish and implement national policy, conduct analyses and integrate activities across sites. Increasing standards of accountability for program performance and spending require Headquarters staff to analyze budget requests, track expenditures and monitor uncosted balances, assess cumulative impacts of compliance agreements signed by field offices, and compile Congressionally mandated and other program plans (e.g., life cycle baselines, five-year plans, and future land use and long-term stewardship plans). Also, interactions with non-DOE government employees (e.g., United States Interagency Workgroups on Superfund Reform, participation in International Atomic Energy Agency activities, and negotiations with foreign embassies and reactor operators) are most appropriately performed by Federal employees rather than contractors. Finally, Headquarters personnel assess the progress of planned program activities in order to report to Congress, Federal, State and local governments, Indian Tribes, citizen groups and the public on the status of EM programs.

Field personnel are responsible and directly accountable for implementing the EM program within the framework established by Headquarters policy and guidance. In addition, the field is responsible for the day-to-day oversight of the Department's facilities, the facility contractor and other support contractors, as well as construction and test activities that support EM activities for DOE. The field office personnel are responsible for planning and implementing performance improvement programs and the technical programs needed to comply with standards and regulations. The field is also responsible for the preparation of regulatory documents and interaction with the regulators who have oversight of facility operations. The field staffing level includes personnel supporting the analytical laboratories.

Program Direction has been grouped into four categories:

- # Salaries and benefits for FY 2001 provide for 439 Federal full-time equivalents at Headquarters (employees based in Germantown, Maryland and Washington, DC), and 2,235 Federal full-time equivalents at the ten major Operations/Field Offices located throughout the United States, the Carlsbad Area Office located in New Mexico, and the National Energy Technology Laboratory with facilities located in Morgantown, West Virginia and Pittsburgh, Pennsylvania. In addition, funding is provided for worker's compensation payments to the Department of Labor, benefits associated with permanent change of station, transit subsidies and incentive awards.

Travel includes all costs of transportation, subsistence, and incidental travel expenses of EM's Federal employees in accordance with Federal Travel Regulations. This also includes travel costs associated with permanent change of duty station.

Support Services includes technical and administrative support, program management and integration, management information and support systems, performance systems, and cost/schedule studies. Program management includes support for organizational and strategic planning; coordination and interaction with other Federal, State and local government agencies and private industrial concerns; performance measurement; and cost assessment. Administration support includes funding for personnel development, training, travel, and logistics support.

Technical support services includes funding for services which include, but are not limited to, determining feasibility of design considerations; development of specifications, system definition, system review and reliability analyses; trade-off analyses; economic and environmental analyses which may be used in DOE's preparation of environmental impact statements; and test and evaluation, surveys or reviews to improve the effectiveness, efficiency and economy of technical operations.

Management support services includes funding for services which include, but are not limited to, analyses of workload and work flow; directives management studies; automated data processing; manpower systems analyses; assistance in the preparation of program plans; training and education; analyses of Departmental management processes; and any other reports or analyses directed toward improving the effectiveness, efficiency and economy of management and general administrative services.

Other related expenses includes funding for training the Federal workforce, rental of office space, building maintenance, telephone and network communication costs, utilities, computer/video support, printing and graphics, photocopying, postage, and office supplies and equipment at Headquarters and the Operation/Field Offices. A Working Capital Fund was established at Headquarters in FY 1997 by the Office of Management and Administration to allocate the cost of common administrative services to the recipient Headquarters organizations. Activities supported by the Working Capital Fund include automated office support, telephone services, postage, printing and graphics, supplies, photocopying, building occupancy, payroll processing, contract closeouts and the Corporate Executive Information System.

Workforce Management Efforts

In keeping with the requirements contained in the Conference Report of the FY 2000 Energy and Water Appropriations Act, the Department has begun implementing plans to meet a 5% field staffing reduction. Through the use of targeted buyouts, early retirements, management of attrition and significant hiring restrictions the Office of Environmental Management, individually, and the Department of Energy, collectively will meet the required reductions by the end of FY 2000 and will maintain this level in FY 2001. EM will continue to place a high priority on workforce management in the future to constantly evaluate and adjust, as necessary, the organizational structure, roles and responsibilities, skills mix, performance measurement, and systems of shared values and incentives. The FY 2001 level of funding is necessary to stabilize both the Headquarters and field workforce.

Scientific Retention and Development Activities

The Department of Energy has conducted detailed workforce analyses that have identified current and projected staffing disciplines. During 1999, DOE conducted a systematic analysis of critical staffing needs within the context of current and projected research and development program missions. The Department will develop a comprehensive plan that will focus on building and sustaining a talented and diverse workforce of research and development technical managers. The plan will include innovative recruitment strategies, retention incentives, comprehensive training and development programs for new and current employees, and succession planning. The FY 2001 program direction request for the Office of Environmental Management includes \$1,000,000 for the Scientific Retention and Recruitment Initiative. This will enable the recruitment of experienced scientists and related support staff in areas of emerging interest to the Department's science mission. Funds will also be used to motivate and retain highly skilled, top-performing technical managers with, for example, retention allowances and performance awards. Additionally, training in areas crucial for effective job performance will be a key element of the initiative.

Support Services Reductions

Support services are a cost-effective method to obtain short-term, specialized technical or administrative expertise needed to solve unique problems that are beyond the capability or availability of the Federal workforce. Often, specific skills are not required on a full-time basis, and it would not be prudent management to hire Federal staff with such specific skills. These services vary in nature to cover a variety of areas such as: nuclear criticality; nuclear construction; safety and health services; technical training development; security services; printing and reproduction services; office automation/local area network support; and correspondence control/records management services. In the last three years, significant reductions in support services have been realized, particularly at Headquarters. The majority of support services are technical in nature with discrete, well-defined tasks. Non-technical support provides management support for bench marking, metrics management and activities aimed at increasing quality and cost effectiveness in the oversight of the EM program. A portion of the non-technical support provides for administrative activities such as mail room operations where it has been determined to be more cost effective to contract out these activities in lieu of hiring additional federal staff.

Analytical Laboratories

Environmental Measures Laboratory

The Environmental Management Program Direction budget supports the Environmental Measurements Laboratory, a government-owned, government-operated laboratory located in New York, New York, and reporting to the Chicago Operations Office. EM will provide \$5,463,000 in FY 2001 to support 60 Federal full-time equivalents, support contractors, and associated laboratory expenses.

The Environmental Measurements Laboratory conducts scientific and technical investigations related to environmental surveillance and monitoring, site and facility characterization and decontamination and decommissioning. The Environmental Measurements Laboratory provides the Department of Energy and other

Federal agencies with a responsive and objective technical capability to: assure sampling, measurement and analysis quality and assess risk of human exposure to radioactivity and other energy-related pollutants. The Environmental Measurements Laboratory provides the Department and other Federal agencies with an in-house, high quality scientific capability to address important issues related to national security.

Radiological and Environmental Sciences Laboratory

EM Program Direction supports the Radiological and Environmental Sciences Laboratory (RESL), a government-owned, government-operated laboratory located approximately 50 miles west of Idaho Falls, Idaho, and reporting to the Idaho Operations Office. EM provides approximately \$2,700,000 annually to support 22 Federal full-time equivalents and associated laboratory expenses. RESL provides an independent resource free from conflict-of-interest in the area of analytical metrology (metrics) and measurement quality assurance. This facility is a federal technical resource and reference laboratory for the National Analytical Management Program. The major activities for EM include the Mixed-Analyte Performance Evaluation Program, the DOE Methods Compendium, participation on the National Radiological Management Program Steering Committee and assistance with technical issues. These programs require and support traceability in analytical measurements to the National Institute of Standards and Technology. The expertise at RESL provides a federal technical resource for special analytical projects. EM also benefits from the DOE Laboratory Accreditation Program that RESL conducts for EH to test and accredit dosimetry and radiobioassay programs that protect all DOE radiation workers.

Organizational Changes

Transfer of Administrative Functions at Idaho

The Department of Energy, at the direction of the Secretary, performed a management review of the Department's Headquarters and field relationships to identify opportunities to improve accountability and how the Department manages. The resulting report included a number of recommendations including the establishment of a Lead Program Secretarial Office concept for field office reporting. The Secretary approved these recommendations, and as a result of this and Congressional guidance, funding responsibility for the Idaho Federal administrative support staff and related expenses was transferred to the Office of Environmental Management in FY 2000 from the former Office of Field Management. The FY 2001 budget request reflects this transfer.

Waste Re-engineering

The Environmental Management program has signed a Memorandum of Agreement with the Office of Science to transfer the responsibility for the management of newly generated waste to the Office of Science for waste generated by Office of Science activities. In accordance with this agreement, effective with the FY 2001 budget, EM has transferred a total of six positions, five at the Chicago Operations Office and one at the Oakland Operations Office to the Office of Science along with sufficient funding to cover employee salaries and expenses.

Creation of the Office of River Protection

The Office of River Protection was created at the Hanford Reservation, Richland, Washington, in accordance with Section 3139 of the Strom Thurmond National Defense Authorization Act for Fiscal Year 1999 (Public Law 105-261). This Office is responsible for managing all aspects of the Tank Waste Remediation System, also known as the Hanford Tank Farm operations with the critical mission to immobilize Hanford's high-level tank waste and protect the Columbia River. This budget request supports 85 full-time equivalents. These positions will provide management and supervision, senior technical and financial expertise, engineering and scientific oversight, quality assurance, legal, contract finance and administration, and financial market and private capital project financing necessary to fully integrate tank farm operations and the privatization activities which are performed by two separate contracts. It is critical that this oversight/integration is performed by Federal employees to avoid any conflict of interest issues, or negative impacts. While the Office of River Protection reports directly to the Assistant Secretary for Environmental Management, administrative support will be provided by the Richland Operations Office.

Funding Schedule

(dollars in thousands, whole FTEs)

	FY 1999	FY 2000	FY 2001	\$ Change	% Change
Albuquerque					
Salaries and Benefits	11,257	10,487	10,970	483	4.6%
Travel	746	821	753	-68	-8.3%
Support Services	2,414	1,750	1,608	-142	-8.1%
Other Related Expenses	594	772	706	-66	-8.5%
Total, Albuquerque	15,011	13,830	14,037	207	1.5%
Full-Time Equivalents	126	124	122	-2	-1.6%
Carlsbad Area Office					
Salaries and Benefits	4,293	4,590	4,699	109	2.4%
Travel	350	378	305	-73	-19.3%
Support Services	0	0	0	0	<999.9%
Other Related Expenses	1,895	1,922	1,622	-300	-15.6%
Total, Carlsbad Area Office	6,538	6,890	6,626	-264	-3.8%
Full-Time Equivalents	53	55	55	0	<999.9%
Chicago					
Salaries and Benefits	9,476	8,920	9,499	579	6.5%
Travel	450	444	399	-45	-10.1%
Support Services	214	411	392	-19	-4.6%
Other Related Expenses	500	237	657	420	177.2%
Total, Chicago	10,640	10,012	10,947	935	9.3%
Full-Time Equivalents	101	98	95	-3	-3.1%
Idaho					
Salaries and Benefits	20,692	31,200	31,085	-115	-0.4%
Travel	873	1,350	1,314	-36	-2.7%
Support Services	3,970	5,800	3,357	-2,443	-42.1%
Other Related Expenses	1,673	5,578	7,000	1,422	25.5%
Total, Idaho	27,208	43,928	42,756	-1,172	-2.7%
Full-Time Equivalents	228	352	342	-10	-2.8%

(dollars in thousands, whole FTEs)

	FY 1999	FY 2000	FY 2001	\$ Change	% Change
National Energy Technology Laboratory					
Salaries and Benefits	5,332	4,619	3,830	-789	-17.1%
Travel	239	300	283	-17	-5.7%
Support Services	3,338	675	715	40	5.9%
Other Related Expenses	233	58	57	-1	-1.7%
Total, Nat'l Energy Technology Lab.	9,142	5,652	4,885	-767	-13.6%
Full-Time Equivalents	63	51	36	-15	-29.4%
Nevada					
Salaries and Benefits	4,601	4,582	4,776	194	4.2%
Travel	168	126	123	-3	-2.4%
Support Services	1,680	1,139	1,072	-67	-5.9%
Other Related Expenses	125	98	54	-44	-44.9%
Total, Nevada	6,574	5,945	6,025	80	1.3%
Full-Time Equivalents	53	53	51	-2	-3.8%
Oakland					
Salaries and Benefits	5,631	6,157	6,155	-2	0.0%
Travel	297	328	305	-23	-7.0%
Support Services	1,100	1,022	1,134	112	11.0%
Other Related Expenses	2,072	1,002	1,391	389	38.8%
Total, Oakland	9,100	8,509	8,985	476	5.6%
Full-Time Equivalents	69	71	68	-3	-4.2%
Oak Ridge					
Salaries and Benefits	11,246	11,900	11,420	-480	-4.0%
Travel	424	365	355	-10	-2.7%
Support Services	2,373	1,129	1,985	856	75.8%
Other Related Expenses	2,853	2,631	2,515	-116	-4.4%
Total, Oak Ridge	16,896	16,025	16,275	250	1.6%
Full-Time Equivalents	135	137	128	-9	-6.6%
Ohio					
Salaries and Benefits	17,481	18,463	18,426	-37	-0.2%
Travel	539	588	572	-16	-2.7%
Support Services	3,279	3,198	3,112	-86	-2.7%
Other Related Expenses	1,453	1,800	1,771	-29	-1.6%

**Environmental Management/Defense
Environmental Restoration and Waste
Management/Program Direction**

FY 2001 Congressional Budget

(dollars in thousands, whole FTEs)

	FY 1999	FY 2000	FY 2001	\$ Change	% Change
Total, Ohio	22,752	24,049	23,881	-168	-0.7%
Full-Time Equivalents	214	211	203	-8	-3.8%
Richland					
Salaries and Benefits	42,957	38,169	39,129	960	2.5%
Travel	1,273	1,300	1,176	-124	-9.5%
Support Services	9,942	5,250	4,751	-499	-9.5%
Other Related Expenses	15,658	12,322	11,185	-1,137	-9.2%
Total, Richland	69,830	57,041	56,241	-800	-1.4%
Full-Time Equivalents	503	424	414	-10	-2.4%
River Protection					
Salaries and Benefits	0	7,800	8,234	434	5.6%
Travel	0	300	271	-29	-9.7%
Support Services	0	2,000	1,810	-190	-9.5%
Other Related Expenses	0	100	97	-3	-3.0%
Total, Richland	0	10,200	10,412	212	2.1%
Full-Time Equivalents	0	86	85	-1	-1.2%
Rocky Flats					
Salaries and Benefits	21,009	19,596	17,896	-1,700	-8.7%
Travel	551	530	487	-43	-8.1%
Support Services	4,526	3,512	3,231	-281	-8.0%
Other Related Expenses	3,730	4,020	3,159	-861	-21.4%
Total, Rocky Flats	29,816	27,658	24,773	-2,885	-10.4%
Full-Time Equivalents	228	213	183	-30	-14.1%
Savannah River					
Salaries and Benefits	39,471	39,278	40,696	1,418	3.6%
Travel	1,168	969	914	-55	-5.7%
Support Services	3,646	5,122	5,233	111	2.2%
Other	6,706	4,883	6,072	1,189	24.4%
Total, Savannah River	50,991	50,252	52,915	2,663	5.3%
Full-Time Equivalents	472	464	453	-11	-2.4%

(dollars in thousands, whole FTEs)

	FY 1999	FY 2000	FY 2001	\$ Change	% Change
Subtotal, Field Offices					
Salaries and Benefits	193,446	205,761	206,815	1,054	0.5%
Travel	7,078	7,799	7,257	-542	-7.0%
Support Services	36,482	31,008	28,400	-2,608	-8.4%
Other Related Expenses	37,492	35,423	36,286	863	2.4%
Total, Field Offices	274,498	279,991	278,758	-1,233	-0.4%
Full-Time Equivalents	2,245	2,339	2,235	-103	-4.4%
Headquarters					
Salaries and Benefits	41,169	42,627	44,204	1,577	3.7%
Travel	2,037	2,020	1,983	-37	-1.8%
Support Services	27,008	26,210	24,921	-1,289	-4.9%
Other Related Expenses	6,988	7,561	10,022	2,461	32.5%
Total, Headquarters	77,202	78,418	81,130	2,712	3.5%
Full-Time Equivalents	421	439	439	0	<999.9%
Total Environmental Management					
Salaries and Benefits	234,615	248,388	251,019	2,631	1.1%
Travel	9,115	9,819	9,240	-579	-5.9%
Support Services	63,490	57,218	53,321	-3,897	-6.8%
Other Related Expenses	44,480	42,984	46,308	3,324	7.7%
Subtotal, Program Direction`	351,700	358,409	359,888	1,479	0.4%
Full-Time Equivalents	2,666	2,778	2,674	-103	-3.7%
Use of Prior-Year Balances					
Salaries and Benefits	0	0	0	0	<999.9%
Travel	-1,336	0	0	0	<999.9%
Support Services	-7,736	0	0	0	<999.9%
Other Related Expenses	-5,555	0	0	0	<999.9%
Subtotal, Use of Prior-Year Balances	-14,627	0	0	0	<999.9%
Full-Time Equivalents	0	0	0	0	<999.9%
Subtotal Program Direction					
Salaries and Benefits	234,615	248,388	251,019	2,631	1.1%
Travel	7,779	9,819	9,240	-579	-5.9%
Support Services	55,754	57,218	53,321	-3,897	-6.8%
Other Related Expenses	38,925	42,984	46,308	3,324	7.7%

**Environmental Management/Defense
Environmental Restoration and Waste
Management/Program Direction**

FY 2001 Congressional Budget

(dollars in thousands, whole FTEs)

	FY 1999	FY 2000	FY 2001	\$ Change	% Change
Subtotal, Program Direction	337,073	358,409	359,888	1,479	0.4%
Full-Time Equivalents	2,666	2,778	2,674	-103	-3.7%
Less Pending Reprogramming	0	(19,000)	0	19,000	-100.0%
Total, Program Direction	\$337,073	339,409	359,888	20,479	6.0%

Public Law Authorization:

Public Law 106-61, "The Energy and Water Development Appropriations Act, 2000"

Public Law 95-61, "Department of Energy Organization Act (1977)"

Public Law 106-65, "The National Defense Authorization Act for Fiscal Year 2000"

Detailed Program Justification

(dollars in thousands)

FY 1999	FY 2000	FY 2001
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Salaries and Benefits

Provides funding for 2,674 full-time equivalents in FY 2001 with the responsibility for the overall direction and administrative support of the EM program, including both Headquarters and field personnel.

The federal workforce performs a variety of functions that are inherently governmental such as program management, contract administration, and interagency and international coordination. EM's overall full-time equivalents will be reduced by 103 between FY

2000 and FY 2001.	234,615	248,388	251,019
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Travel

Includes all costs of transportation of persons, subsistence of travelers, and incidental travel expenses in accordance with Federal travel regulations which are directly chargeable to EM.

	9,115	9,819	9,240
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Support Services

Provides for technical and administrative support for cost effective short-term/intermittent requirements not available from within the Federal workforce.

	63,490	57,218	53,321
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(dollars in thousands)

FY 1999	FY 2000	FY 2001
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Other Related Expenses

Provides for administrative support to the Federal workforce at both Headquarters and the field. The level of support provided by EM varies at each site depending on EM's role in relation to other Departmental programs. Examples of the type of support that may be provided include rents and utilities, supplies, printing, maintenance and repair of government vehicles and equipment; maintenance and renovations of buildings; janitorial and custodial services; stenographic reporting and typing; recruitments and advertisements; transit operations (shuttle bus); ADP infrastructure maintenance and upgrades, computer support hotline; Internet Services; alarm protection systems; employee health services; and other vendor services. At Headquarters, administrative costs are included in the Working Capital Fund, which EM contributes to through this account. This category also includes the cost of training the Federal workforce. A portion of these types of costs are being reduced commensurately as the number of employees decrease. However, a significant portion of these expenditures are relatively fixed in nature and do not change in relation to the workforce. An example would be the cost of leased building space and computer network infrastructure costs.

44,480	42,984	46,308	
Subtotal Program Direction	351,700	358,409	359,888
Less Use of Prior-Year Balances	-14,627	0	0
Less Pending Reprogramming	0	-19,000	0
Total Program Direction	<u>337,073</u>	<u>339,409</u>	<u>359,888</u>

Explanation of Funding Changes from FY 2000 to FY 2001

FY 2001 vs FY 2000 (\$000)

#	A decrease of \$767,000 reflects the transfer of 15 former U.S. Bureau of Mines Employees to Fossil Energy. These employees were that were transferred to EM in 1997 and have been realigned to support Fossil Energy activities.	(\$767)
#	An increase of \$3,398,000 for salaries and benefits is the result of a 1.2% overall escalation factor for personnel related expenses for 2,674 Full-time equivalents.	3,398
#	A decrease of \$579,000 for travel expenses	(579)
#	A decrease of \$3,897,000 for support services	(3,897)
#	A increase of \$2,904,000 for other related expenses	2,904
#	An increase of \$420,000 to support the purchase of capital equipment for the Environmental Measurements Laboratory.	420
	Total Funding Change, Program Direction	\$1,479

Support Services

(dollars in thousands)

	FY 1999	FY 2000	FY 2001	\$ Change	% Change
Technical Support Service ^a					
Feasibility of Design Considerations	1,105	996	928	-68	-6.8%
Economic and Environmental Analysis	32,474	29,266	27,273	-1,993	-6.8%
Test and Evaluation Studies	5,742	5,175	4,822	-353	-6.8%
Total, Technical Support Services	39,321	35,437	33,023	-2,414	-6.8%
Management Support Services ^b					
Management Studies	12,579	11,336	10,564	-772	-6.8%
Training and Education	741	668	622	-46	-6.9%
ADP Support	2,817	2,539	2,366	-173	-6.8%
Administrative Support Services	8,032	7,238	6,746	-492	-6.8%
Total, Management Support Services	24,169	21,781	20,298	-1,483	-6.8%
Subtotal, Support Services	63,490	57,218	53,321	-3,897	-6.8%
Use of Prior-Year Balances	-7,736	0	0	0	>999.9%
Total, Support Services	55,754	57,218	53,321	-3,897	-6.8%

^a Technical support services includes funding for services which include, but are not limited to, determining feasibility of design considerations; development of specifications, system definition, system review and reliability analyses; trade-off analyses; economic and environmental analyses which may be used in the Department of Energy's preparation of environmental impact statements; and test and evaluation, surveys or reviews to improve the effectiveness, efficiency and economy of technical operations.

^b Management support services includes funding for services which include, but are not limited to, analyses of workload and work flow; directives management studies; automated data processing; manpower systems analyses; assistance in the preparation of program plans; training, and education; analyses of Department management processes; and any other reports or analyses directed toward improving the effectiveness, efficiency and economy of management and general administrative services.

Other Related Expenses

(dollars in thousands)

	FY 1999	FY 2000	FY 2001	\$ Change	% Change
Training	4,351	4,142	4,524	382	9.2%
Working Capital Fund	6,513	6,844	6,831	-13	-0.2%
Printing and Reproduction	854	813	888	75	9.2%
Rental Space	8,996	8,563	9,354	791	9.2%
Software Procurement/Maintenance Activities/Capital Acquisitions	7,234	6,886	7,522	636	9.2%
Other ^a	16,532	15,736	17,189	1,453	9.2%
Subtotal, Other Related Expenses	44,480	42,984	46,308	3,324	7.7%
Use of Prior-Year Balances	-5,555	0	0	0	>999.9%
Total, Other Related Expenses	38,925	42,984	46,308	3,324	7.7%

^a Other services category includes, but is not limited to, an assortment of the following cost and services: maintenance and repair of government vehicles and equipment; maintenance and renovations of buildings; janitorial and custodial services; stenographic reporting and typing; recruitments and advertisements; transit operations (shuttle bus); computer support hotline; Internet Services; alarm protection systems; employee health services; and other vendor services.