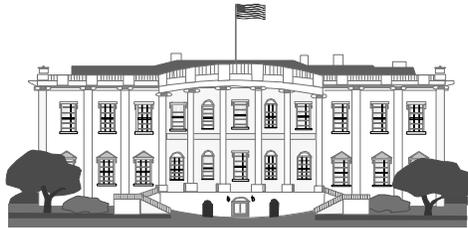


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**PERFORMANCE  
AGREEMENT**  
(REVISED FINAL PERFORMANCE PLAN)

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BETWEEN



**THE PRESIDENT OF THE UNITED STATES  
WILLIAM JEFFERSON CLINTON**

AND



**THE SECRETARY OF ENERGY  
BILL RICHARDSON**

**FISCAL YEAR 1999**

Copies of this document are available from the Office of Strategic Planning, Budget and Program Evaluation (PO-4), Office of Policy and International Affairs, U.S. Department of Energy, 1000 Independence Avenue, SW, Washington DC 20585.

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# DOE's FY 1999 P E R F O R M A N C E A G R E E M E N T

## DEPARTMENT OF ENERGY

### *Our Mission*

*The Mission of the Department of Energy is to foster a secure and reliable energy system that is environmentally and economically sustainable, to be a responsible steward of the Nation's nuclear weapons, to cleanup our own facilities, and to support continued United States leadership in science and technology.*

## Overview

The Department of Energy began developing Annual Performance Agreements with the President in FY 1995 as one of the re-invention initiatives of the Vice President's National Performance Review. These agreements are now a key component of the Department's Strategic Management System and take the Government Performance and Results Act of 1993 (GPRA) one step further. The Performance Agreement documents DOE's final annual performance commitments after the Congressional budget appropriation process. This year's Performance Agreement is also subtitled "Revised Final Performance Plan" because it revises, based on the budget appropriation process, the proposed Performance Plan submitted under GPRA in February 1998.

The FY 1999 Agreement builds on our experience with the four previous years' agreements. It establishes specific commitments and measures related to the goals and strategies in the Department's Strategic Plan submitted to Congress in September 1997 under GPRA.

We are striving to demonstrate organizational excellence and are measuring this improvement, through the use of Malcolm Baldrige Performance Excellence Criteria, in the areas of ***Customer Satisfaction, Employee Satisfaction and the achievement of Business Results***. We are continuing to streamline our workforce and work processes in order to become a government agency

### *Our Vision*

*The Department of Energy, through its leadership in science and technology, will continue to advance U.S. energy, environmental, economic, and national security by being:*

- ! *A key contributor to ensure that the United States has a flexible, clean, and efficient system of energy supply and end-use with minimal vulnerability to disruption;*
- ! *A vital contributor to reducing the global nuclear danger through its national security, nuclear safety, and nonproliferation activities;*
- ! *A world leader in environmental restoration, nuclear materials stabilization, waste management, facilities decommissioning, and pollution prevention;*
- ! *A major partner in world class science and technology through its National Laboratories, research centers, university research, and its educational and information dissemination programs; and*
- ! *A safe and rewarding workplace that is recognized for business excellence, nurtures creativity, is trusted, and delivers results.*

## Linkage to Strategic Plan and Budget

The Department's Strategic Plan published in September 1997 established our five strategic goals, one for each of the four business lines and one for corporate management. They are presented below with the budget for FY 1999. In the Strategic Plan, each goal is supported by objectives and in turn, each objective is supported by strategies. In this Agreement, each objective is advanced by what we have called "commitments". Commitments are statements of expected outcomes and are associated with the strategies in the Department's strategic plan.

To clarify and make tracking of this linkage easy, commitments have been numbered to identify the objective and long-term strategy they support. Each commitment has, consistent with our budget for FY 1999, "performance measures".

<u>Strategic Plan</u>	<u>Performance Agreement</u>
Strategic Goal	Strategic Goal
ú Objectives	ú Objectives
ú Strategies	ú Commitments with Performance Measures

Business Line	Strategic Goal	Program Secretarial Offices <sup>(2)</sup>	FY 1999 Budget <sup>(1)</sup> (in millions)
<b>Energy Resources (ER)</b>	<i>The Department of Energy and its partners promote secure, competitive, and environmentally responsible energy systems that serve the needs of the public.</i>	EE, FE NE, EI	\$2,088
<b>National Security (NS)</b>	<i>Support national security, promote international nuclear safety, and reduce the global danger from weapons of mass destruction.</i>	DP, NN MD, NE WT, CN, IN	\$6,509 <sup>(3)</sup>
<b>Environmental Quality (EQ)</b>	<i>Aggressively clean up the environmental legacy of nuclear weapons and civilian nuclear research and development programs, minimize future waste generation, safely manage nuclear materials, and permanently dispose of the Nation's radioactive wastes.</i>	EM, RW	\$6,338
<b>Science and Technology (ST)</b>	<i>Deliver the scientific understanding and technological innovations that are critical to the success of DOE's mission and the Nation's science base.</i>	SC	\$2,706
<b>Corporate Management (CM)</b>	<i>The Department of Energy will strive to demonstrate organizational excellence in its environment, safety and health practices, in its communication and trust efforts, and in its corporate management systems and approaches.</i>	CFO, ED EH, FM GC, IG MA, PO, S	\$ 215 <sup>(4)</sup>
<b>DOE's Total Budget for FY 1999:</b>			<b>\$17,856</b>
Notes:			
1. The budget dollars include the cost of Salaries and Benefits for a Full Time Equivalent (FTE) Staffing Level of 16,533.			
2. PSO offices are grouped under Business Lines to provide an aggregate of budget resources by Business Line. Except for NE the aggregate for each Business Line is the sum of program offices budgets (NE's Naval Reactors budget is included in the National Security aggregate) .			
3. NS budget includes \$200 million for implementing plutonium disposition in Russia and \$325 million for implementing HEU purchase agreement with Russia.			
4. CM budget includes adjustment of \$29 million from excess FERC receipts.			

The following sections document our commitments and performance measures under each of the five strategic goals. In this FY 1999 Agreement, we have set forth a total of 75 commitments and 211 performance measures.

# ENERGY RESOURCES

## STRATEGIC GOAL

*The Department of Energy and its partners promote secure, competitive, and environmentally responsible energy systems that serve the needs of the public.*

### OBJECTIVES

- ER1:** *Reduce the vulnerability of the U.S. economy to disruptions in energy supplies.*
- ER2:** *Ensure that a competitive electricity generation industry is in place that can deliver adequate and affordable supplies with reduced environmental impact.*
- ER3:** *Increase the efficiency and productivity of energy use, while limiting environmental impacts.*
- ER4:** *Support U.S. energy, environmental, and economic interests in global markets.*
- ER5:** *Carry out information collection, analysis, and research that will facilitate development of informed positions on long-term energy supply and use alternatives.*

The following commitments describe our most significant performance goals for FY 1999 towards the Energy Resources strategic goal and objectives.

### OUR COMMITMENTS

**ER1:** *Reduce the vulnerability of the U.S. economy to disruptions in energy supplies.*

**ER1-1 BOOSTING THE NATION'S PRODUCTION OF DOMESTIC OIL**  
Support research and development, policies, and improved regulatory practices capable of ending the decline in domestic oil production before 2005. **(FE)**

" *Performance targets for FY 1999:*

- ! *Demonstrate four advanced production enhancement technologies that could ultimately add 190 million barrels of domestic reserves, including 30 million barrels during FY 1999.*
- ! *Complete an online environmental compliance expert system, developed in cooperation with States, that will improve oil and gas production economics by giving producers on-line access to Federal and State rules and regulations and allowing them to conduct environmental permitting and reporting over the Internet, reducing time and costs related to environmental compliance.*

**ER1-2 MAINTAINING AN EFFECTIVE STRATEGIC PETROLEUM RESERVE**  
Maintain an effective Strategic Petroleum Reserve (SPR) to deter and respond to oil supply disruptions, and act cooperatively with the importing member nations of the International Energy Agency. **(FE)**

" *Performance target for FY 1999:*

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! *Initiate additional SPR infrastructure Life Extension Program projects, thereby bringing program implementation to approximately 96 percent of the \$328 million program. Program completion in FY 2000 will increase sustained drawdown capability to 4.1 million barrels per day, compared to 3.7 in FY 1997.*

**ER1-3 DIVERSIFYING THE INTERNATIONAL SUPPLY OF OIL AND GAS**

Diversify the international supply of oil and gas. (PO)

" *Performance targets for FY 1999:*

! *Continue DOE leadership in international energy initiatives that are instrumental in developing, through government-to-government efforts, an effective legal and regulatory framework for private sector energy investment and policies to encourage development of a broad portfolio of fuel supplies.*

**ER1-4 DEVELOPING ALTERNATIVE TRANSPORTATION FUELS AND MORE EFFICIENT VEHICLES**

Develop alternative transportation fuels and more efficient vehicles that can reduce year 2010 projected oil (crude plus refined products) imports of 12 million barrels per day by 10 percent. (EE)

" *Performance targets for FY 1999:*

! *Expand the Clean Cities program to create continuous corridors of alternative transportation fuel availability in and between 10 major urban centers.*

! *Support an industrial partner to complete site preparation and begin construction of industry-owned facility to demonstrate first-of-a-kind cellulosic biomass to ethanol technology from agricultural crop waste.*

! *Build a single cylinder proof-of-concept diesel engine that delivers up to 55 percent efficiency.*

**ER1-5 MAXIMIZING THE PRODUCTIVITY OF FEDERAL OIL FIELDS**

Maximize the productivity of Federal oil fields, consistent with Congressional legislation. (FE)

*With the sale of Elk Hills Naval Petroleum Reserve, work in this area is essentially complete.*

**ER1-6 TAKING MEASURES TO AVOID DOMESTIC ENERGY DISRUPTIONS**

Take measures to avoid, but when needed, respond to domestic energy disruptions. (S2/PMAs)

" *Performance target for FY 1999:*

! *Ensure that each power system control area operated by a Power Marketing Administration (PMA) receives, for each month of the fiscal year, a Control Compliance Rating of "Pass" using the North American Electric Reliability Council performance standard.*

! *Work with industry organizations and government agencies to establish a comprehensive process to assess Y2K readiness status, promote intersectoral coordination, and provide contingency plans. Provide for timely communication to the public of information regarding readiness status and contingency planning activities.* (PO)

! *Work with industry organizations and government agencies, including the National Petroleum Council, to assess the impact of changing market conditions and regulations on the level and variability of petroleum prices and supply, and provide recommendations to minimize disruptions during change.* (PO)

! *Initiate the development and implementation of a national plan to protect the Nation's energy infrastructure as required by the Presidential Decision Directive 63.* (NN)

**ER2: *Ensure that a competitive electricity generation industry is in place that can deliver adequate and affordable supplies with reduced environmental impact.***

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**ER2-1 ESTABLISHING A MORE OPEN, COMPETITIVE ELECTRIC SYSTEM**  
Update the Administration's 1998 legislative proposal and support administrative actions to promote establishment of a more open, competitive, and reliable electric system, with improved environmental performance. **(PO)**

- " *Performance targets for FY 1999:*
- ! *Issue a revised Administration proposal on electric utility restructuring and the supporting economic analysis to provide a catalyst for consensus and action.*
  - ! *Enhance electricity sector modeling capabilities by benchmarking the representation of transmission system constraints against models of physical power flows to better address electric reliability and economic issues, and use this enhanced modeling capability in support of the legislative process.*

**ER2-2 BOOSTING THE NATION'S PRODUCTION OF NATURAL GAS**  
Support R&D policies and improved regulatory practices that can increase domestic natural gas supplies, moderate future price increases, and fuel 25 percent of the anticipated 6 trillion cubic feet (TCF) increase in natural gas demand (of which 3.5 TCF is for electricity generation) through 2010. **(FE)**

- " *Performance target for FY 1999:*
- ! *Complete development of one Advanced Drilling, Completion & Stimulation technology system that could contribute an additional 6 TCF of domestic gas reserves by 2010.*

**ER2-3 DEVELOPING RENEWABLE DOMESTIC ENERGY**  
Develop renewable energy technologies and support policies capable of doubling non-hydroelectric renewable energy generating capacity by 2010. **(EE)**

- " *Performance targets for FY 1999:*
- ! *Support the Million Solar Roofs Initiative by installing 15,000 energy systems.*
  - ! *Develop codes, standards and safety specifications for residential PV roof systems.*

- ! *Accumulate 750 hours of reliable operation for a distributed concentrating solar power system.*
- ! *Complete design of power plant modifications for co-firing of biomass with coal.*
- ! *Develop an industry-led vision and roadmap for an integrated bioenergy industry to advance the development of biomass derived energy and its use in domestic and global markets.*
- ! *Establish a United States based commercial firm as an internationally recognized certification agent using testing and design review services provided by the National Wind Technology Center.*
- ! *Complete three nationwide solar technology Super-Energy Savings Performance Contracts (Super ESPCs) for use by all agencies.*

**ER2-4 REDUCING EMISSIONS FROM EXISTING FOSSIL FUEL POWER PLANTS AND DEVELOPING CLEAN HIGH EFFICIENCY FOSSIL FUELED POWER PLANT FOR THE 21ST CENTURY**

By 2010, significantly reduce emissions from currently existing fossil fuel powerplants, and from new plants by: (1) developing market-ready coal power systems with efficiencies over 60 percent (new plants are currently about 35 percent), emissions to less than 1/10 of New Source Performance Standards (NSPS), and CO<sub>2</sub> emissions 45 percent below conventional plants; and (2) integrating advanced turbine and fuel cell technology to achieve market-ready gas-fueled powerplants with efficiencies over 70 percent. **(FE)**

- " *Performance targets for FY 1999:*
- ! *Complete testing of the first commercial-sized fuel cell module (100 KWe) using high temperature solid oxide technology suitable for advanced high-efficiency electrical generation cycles.*
  - ! *Complete full-scale component testing of two advanced, utility-scale turbines with over 60 percent efficiency when used in combined cycles (new plants are currently about 55 percent) and with ultra-low NO<sub>x</sub> emissions. Initiate*

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*advanced gas turbine full speed, no load testing with one gas turbine manufacturer.*

- ! *Complete commercial demonstration of one integrated gasification combined cycle project (Wabash) and continue operations of two other gasification projects in order to establish the engineering foundation leading to new generation of 60 percent efficient, ultraclean, coal powerplants.*
- ! *Complete review of proposals for the second round in FY 1999, and initiate projects to design and develop advanced catalysts, electrodes, and membranes, as well as advanced separator plates and high temperature sealants under the Russian-American Fuel Cell Consortium. (PO)*

**ER2-5 and ER2-6** [Combined with ER2-4]

**ER2-7 IMPROVING EXISTING NUCLEAR POWER PLANTS**

Improve nuclear power plant reliability and availability to increase the capacity factor of existing nuclear power plants from the 1996 average of 76 percent to 85 percent by 2010. (NE)

- " *Performance targets for FY 1999:*
- ! *Complete Memorandums of Understanding with the Nuclear Regulatory Commission and the Electric Power Research Institute (EPRI) to guide future implementation of the Joint DOE-EPRI Strategic Research and Development Plan to Optimize U.S. Nuclear Power Plants.*

**ER2-8 MAINTAINING NUCLEAR POWER AS A VIABLE OPTION FOR THE FUTURE**

Maintain a viable nuclear option for future, carbon-free baseload electricity through cooperative technical development activities with U.S. electric industry, national laboratories, and universities that would maintain domestic nuclear capabilities and that would facilitate a U.S. order of an advanced nuclear power plant by 2010. (NE)

- " *Performance targets for FY 1999:*
- ! *Establish a peer-reviewed Nuclear Energy Research Initiative, initially*

*funded at \$19 million, to select and conduct investigator-initiated innovative scientific and engineering research that will address the issues facing the future of nuclear power in the U.S., including proliferation concerns, economics and the management of nuclear waste.*

**ER2-9 DEVELOPING ADVANCED TURBINES FOR COGENERATION**

Develop and introduce advanced turbines for cogeneration that can reduce annual industrial energy costs by \$500 million and carbon emissions by nearly 1.7 million metric tons in 2010. (EE)

- " *Performance target for FY 1999:*
- ! *Initiate the 8,000 hour test of the gas turbine engine for the Advanced Turbine System for use in industrial cogeneration.*

**ER3: Increase the efficiency and productivity of energy use, while limiting environmental impacts.**

**ER3-1 DESIGNING AND DELIVERING THE VEHICLES OF THE FUTURE**

Develop and deploy vehicles, fuels, and systems of the future, contributing significantly to the Partnership for a New Generation of Vehicles goal to develop, by 2004, prototype mid-sized cars capable of 80 miles per gallon that will reduce NO<sub>x</sub> and CO<sub>2</sub> emissions by two-thirds compared to today's new car average without compromising safety, comfort, and cost. (EE)

- " *Performance target for FY 1999:*
- ! *By September 1999, in cooperation with industry and other federal agencies, develop a direct injection power system technical roadmap and a fuel cell power system technical roadmap to integrate fuels and lubricants research and development with development of engine and emissions treatment technologies.*

**ER3-2 IMPROVING EFFICIENCY OF ENERGY INTENSIVE INDUSTRIES**

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By 2010, reduce industrial energy use per unit of output by 25% by supporting industry/government/academia partnerships in R&D to improve efficiency of the Nation's energy intensive industries. (EE)

" Performance target for FY 1999:

- ! Complete roadmaps for six of the major energy intensive industries to achieve each industry vision and start implementing the resulting R&D to achieve up to 25 percent reduction of energy consumption by 2010.
- ! Continue support for Industrial Assessment Centers operating at 30 participating universities that will conduct approximately 750 combined energy, waste and productivity assessments.

### **ER3-3 IMPROVING THE ENERGY EFFICIENCY OF BUILDINGS**

By 2010, improve the energy efficiency of the existing U.S. building stock, and increase the energy efficiency of new homes by 50 percent and other new buildings by 30 percent, compared to 1996 average new buildings. (EE)

" Performance targets for FY 1999:

- ! Weatherize 67,845 homes, bringing the total number of homes weatherized to 4.7 million.
- ! Work with the Federal Trade Commission to allow manufacturers to add the ENERGY STAR logo to the yellow and black FTC "Energy Guide" label for covered products and recruit an additional 1,500 stores to market ENERGY STAR appliances nationwide.
- ! Recruit 55 additional Rebuild America partnerships. New partners will begin action plans that will result in over 250 million square feet of floor space renovated, reduce annual energy costs by over \$90 million and reduce annual carbon emissions by 0.22 million metric tons.
- ! Complete 100 homes that are over 50 percent more efficient than typical homes through the Building America program, bringing the total number of homes completed to 700, add five new community scale projects for building 1000 additional homes in FY2000, and

transfer research recommendations to the Partnership for Advancing Technology in Housing (PATH).

- ! Maintain an industry cost-share level of over 40 percent, when averaged across all work with industry.
- ! Accumulate customer economic savings from past and current Energy Efficiency/Renewable Energy programs exceeding \$11 billion.
- ! Develop progress milestones and estimates of energy-related program benefits annually for every Energy Efficiency/Renewable Energy program. Review 25 percent of the milestones and estimated benefits through external peer review each year with a goal of having all milestones and estimated benefits peer-reviewed at least once every four years.

### **ER4: Support U.S. energy, environmental, and economic interests in global markets.**

#### **ER4-1 PLANNING FOR ENERGY RELATED GREENHOUSE GAS REDUCTIONS**

Develop policies, programs, and information to facilitate energy sector reductions in greenhouse gas emissions. (PO)

" Performance targets for FY 1999:

- ! Develop a DOE proposal for guidelines for implementing the flexibility mechanisms included in the Kyoto Protocol.
- ! Support through quantitative analysis and international contacts, Administration efforts to obtain meaningful commitments for reducing greenhouse gas emissions from developing countries.
- ! Lead the U.S. Government technology and climate change strategy development and implementation through:
  - S Chairing and expanding the Annex II countries' Climate Technology Initiative which promotes the objectives of the UN Framework Convention on Climate Change by fostering international cooperation

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*for accelerated development and diffusion of climate-friendly technologies and practices for all activities and greenhouse gases.*

- S Leading and facilitating the development of U.S. positions on technology issues in the climate negotiations including participation in the UNFCCC technology consultation process.*

#### **ER4-2 COOPERATING INTERNATIONALLY TO DEVELOP OPEN ENERGY MARKETS**

Cooperate with foreign governments and international institutions to develop open energy markets, and facilitate the adoption and export of clean, safe, and efficient energy technologies and energy services. **(PO)**

*" Performance target for FY 1999:*

- ! Increase U.S. energy-related business internationally by removing policy, legal and fiscal barriers for U.S. companies. In FY 1999 the Department will:*

- S Implement with other APEC economies and the private sector an initiative to promote accelerated investment in natural gas infrastructure and trading networks in the APEC region;*
- S Implement the "U.S.-China Energy and Environment Cooperation Initiative" including coordination of interagency effort involving DOE programs, EPA, Commerce and OSTP to promote rural electrification, urban air quality, clean energy sources, and energy efficiency;*
- S Lead a regulatory reform initiative to promote economic growth through private investment in environmentally sound energy development and regional integration in Sub-Saharan Africa, including South Africa;*
- S Lead a regulatory reform initiative under the Binational Commission to promote adoption by the Russian Government of transparent, fair and*

*consistent regulations in the oil and gas, and power sectors in order to attract investment.*

**ER5: Carry out information collection, analysis, and research that will facilitate development of informed positions on long-term energy supply and use alternatives.**

#### **ER5-1 EXPANDING PUBLIC ACCESS TO ENERGY INFORMATION**

Develop and expand public access to energy data, forecasts, analyses, and educational materials. **(EI)**

*" Performance targets for FY 1999:*

- ! Achieve a growth rate of at least 20 percent per year in the average number of unique monthly users of the Energy Resources Board Web Site (from about 71,000 per month in 1997).*
- ! Publish domestic and international Annual Energy Outlooks forecasting energy supply and consumption through the year 2020.*

#### **ER5-2 DEVELOPING INNOVATIVE OPTIONS FOR 21ST CENTURY ENERGY MARKETS**

Carry out research and scenario analysis to help identify and understand options that could revolutionize 21st century energy markets. **(FE)**

*" Performance targets for FY 1999:*

- ! Initiate a coordinated, Department-wide program to develop lower-cost, environmentally acceptable technology approaches to carbon capture and sequestration.*
- ! Complete preliminary version of gas hydrate seismic model based on field and laboratory data.*
- ! Complete scale-up of the Sorbent Enhanced Reformer concept for hydrogen production. **(EE)***

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## NATIONAL SECURITY

### STRATEGIC GOAL

*Support national security, promote international nuclear safety, and reduce the global danger from weapons of mass destruction.*

#### OBJECTIVES

- NS1:** *Maintain confidence in the safety, reliability, and performance of the nuclear weapons stockpile without nuclear testing.*
- NS2:** *Replace nuclear testing with a Stockpile Stewardship Program.*
- NS3:** *Ensure the vitality of DOE's national security enterprise.*
- NS4:** *Reduce nuclear weapons stockpiles and the proliferation threat caused by the possible diversion of nuclear materials.*
- NS5:** *Continue leadership in policy support and technology development for international arms control and nonproliferation efforts.*
- NS6:** *Meet national security requirements for naval nuclear propulsion and for other advanced nuclear power systems.*
- NS7:** *Improve international nuclear safety.*

The following commitments describe our most significant performance goals for FY 1999 towards the National Security strategic goal and objectives.

#### OUR COMMITMENTS

**NS1:** *Maintain confidence in the safety, reliability, and performance of the nuclear weapons stockpile without nuclear testing.*

##### NS1-1 MAINTAINING THE ENDURING STOCKPILE

Extend the life of U.S. nuclear weapons by continuing the Stockpile Life Extension Program and Stockpile Maintenance activities. Improve detection and prediction capabilities for assessing nuclear weapon component performance and the effects of aging, and continually evaluate the safety, reliability, and performance of the nuclear weapons stockpile. (DP)

" Performance targets for FY 1999:

- ! Report annually to the President on the need or lack of need to resume underground testing to certify the safety and reliability of the nuclear weapons stockpile.
- ! Meet all annual weapons alteration and modification schedules developed jointly by DOE and DoD.

**NS1-2 and NS1-3** [Combined with NS1-1]

##### NS1-4 DEVELOPING A REPLACEMENT SOURCE OF TRITIUM

Provide a reliable source of tritium as required for the nuclear weapons stockpile by FY 2005 or FY 2007 depending on the production option selected. (DP)

- " Performance targets for FY 1999:  
! Continue development of the dual-path options and select, by December 1998, a primary tritium production technology.

## **NS2: Replace nuclear testing with a Stockpile Stewardship Program.**

### **NS2-1 REPLACING UNDERGROUND TESTING WITH SCIENCE**

Develop the advanced simulation and modeling technologies necessary to confidently mitigate the loss of underground testing by FY 2004. (DP)

- " Performance target for FY 1999:  
! Demonstrate a 3-trillion operations per second computer system.

### **NS2-2 DEVELOPING NEW EXPERIMENTAL CAPABILITIES FOR UNDERSTANDING WEAPONS SCIENCE**

Develop new nuclear weapons physics experimental test capabilities. (DP)

- " Performance target for FY 1999:  
! Continue construction of the National Ignition Facility (NIF) according to its Project Execution Plan schedules.

### **NS2-3 CONDUCTING EXPERIMENTS TO ADVANCE OUR UNDERSTANDING OF WEAPONS BEHAVIOR**

Advance our understanding of the fundamental characteristics of weapons behavior through systems engineering and advanced experiments and modeling to support future assessments of weapons safety, reliability, and performance. (DP)

- " Performance target for FY 1999:  
! Conduct two or three subcritical experiments at the Nevada Test Site to provide valuable scientific information about the behavior of nuclear materials during the implosion phase of a nuclear weapon.

## **NS3: Ensure the vitality of DOE's national security enterprise.**

### **NS3-1 DOWNSIZING AND MODERNIZING THE NATIONAL SECURITY ENTERPRISE**

Provide an appropriately-sized, cost-effective, safe, secure, and environmentally sound national security enterprise. Ensure that sufficient scientific and technical personnel are available to meet DOE's long-term national security requirements. (DP/MD/NN)

- " Performance targets for FY 1999:  
! Ensure that all facilities required for successful achievement of the Stockpile Stewardship Plan remain operational. (DP)  
! Meet the established schedules for downsizing and modernizing of our production facilities. (DP)  
! Complete the shipment of plutonium pits from Rocky Flats to Pantex. (MD)  
! Conduct oversight reviews to ensure that an effective Safeguards and Security program is maintained at all nuclear weapons facilities. (NN)  
! Develop a comprehensive Weapons of Mass Destruction Defense Plan which addresses security planning, equipment, training, and exercise requirements. (NN)  
! Plan, coordinate, conduct and participate in an Interagency National Security Technology Exchange (INTSE) conference. (NN)

NS3-2 [Combined with NS3-1]

### **NS3-3 PROTECTING NUCLEAR MATERIALS, INFORMATION, AND FACILITIES**

Ensure and enhance protection of nuclear materials, sensitive information, and facilities. Provide DOE-related intelligence and threat assessment support to members of the national security community. (NN)

- " Performance targets for FY 1999:  
! Implement the DOE Counter-intelligence Action Plan pursuant to Presidential Decision directive-61 to strengthen controls and protections of

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*sensitive information, especially at the nuclear weapons laboratories. (CN)*

- ! *Initiate needed material protection, control, and accountability upgrades at DOE facilities with weapons-usable material.*
- ! *Further the protection of all U.S. origin nuclear materials in the U.S. and abroad from possible theft, loss, or illicit trafficking.*
- ! *Develop information on nuclear materials contained in waste in a new Departmental database for all nuclear materials by the end of the first quarter of FY 1999.*
- ! *Develop advanced safeguards and security technologies for implementation in FY 2000.*
- ! *Implement advanced technologies to prevent the theft or diversion of special nuclear materials, including the unattended, on-line gamma-ray monitor.*
- ! *Issue timely technical reports and threat assessments regarding potential domestic and/or foreign proliferant risks.*

**NS3-4** [Combined with NS3-3]

**NS3-5 MAINTAINING READINESS FOR NUCLEAR OR OTHER EMERGENCIES**

Maintain nuclear test readiness and enhance emergency management capabilities to address any nuclear weapons, radiological, or other emergency in the United States or abroad. (DP/NN)

- " *Performance targets for FY 1999:*
- ! *Ensure that the capability to resume underground testing is maintained in accordance with the Presidential Decision Directive and Safeguard C of the Comprehensive Test Ban Treaty (CTBT). (DP)*
  - ! *Demonstrate improvement of a comprehensive management system to ensure effective Departmental response to all DOE emergencies. (NN)*
  - ! *Maintain robust emergency response assets in accordance with Presidential Decision Directive 39, The Atomic Energy Act, Executive Order 12656, and Federal Emergency Plans.(DP/NN)*

**NS3-6 MANAGING CONTRACTOR WORK FORCE RESTRUCTURING**

Mitigate the impacts on workers and communities from contractor work force restructuring and assist community planning. (WT)

- " *Performance targets for FY 1999:*
- ! *Implement initiatives to accelerate asset conversion and reuse that will result in more than \$1 billion in long term savings to the Department and facilitate economic diversification of local communities.*
  - ! *Keep involuntary separations between 30 and 60 percent of the positions eliminated while assuring maintenance of essential work force skills mix and productivity.*
  - ! *Achieve annual recurring costs savings from separated workers that is at least three times the one time cost of separation.*
  - ! *Support local community transition activities that will create or retain cumulatively 15,000 to 20,000 new private sector jobs by the end of FY 1999.*

**NS4:** *Reduce nuclear weapons stockpiles and the proliferation threat caused by the possible diversion of nuclear materials.*

**NS4-1 REDUCING THE WEAPONS STOCKPILE**

Dismantle nuclear warheads that have been removed from the U.S. nuclear weapons stockpile in a safe and secure manner. (DP)

- " *Performance target for FY 1999:*
- ! *Adhere to schedules for the safe and secure dismantlement of approximately 275 nuclear warheads that have been removed from the U.S. nuclear weapons stockpile.*
  - ! *Evaluate the impacts of warhead dismantlement and transparency initiatives. (NN)*

**NS4-2 REDUCING INVENTORIES OF SURPLUS WEAPONS-USABLE FISSILE MATERIALS WORLDWIDE IN A SAFE,**

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**SECURE, TRANSPARENT, AND IRREVERSIBLE MANNER**

Implement the disposition of surplus highly enriched uranium (HEU) and plutonium and provide technical support to attain reciprocal actions for the disposition of surplus Russian plutonium. Minimize the future demand for HEU in civilian programs through the development of alternative low enriched uranium (LEU) fuels for research reactors and targets for medical isotope production. Support international efforts to place excess fissile materials under International Atomic Energy Agency (IAEA) safeguards. (NN/MD)

" *Performance targets for FY 1999:*

- ! *Complete the final Environmental Impact Statement and issue a Record of Decision on siting plutonium disposition facilities. (MD)*
- ! *Initiate, by the end of FY 1999, negotiations with Russia on a bilateral agreement for the disposition of surplus weapons plutonium. (MD)*
- ! *Initiate design for Pit Disassembly and Conversion and Mixed Oxide (MOX) Fuel Fabrication facilities. (MD)*
- ! *Continue transfer of U.S. surplus HEU to the United States Enrichment Corporation for dilution and subsequent sale. (MD)*
- ! *Place over 20 metric tons of excess highly enriched uranium (HEU) under International Atomic Energy Agency (IAEA) safeguards in FY 1999. (NN)*
- ! *Monitor the dilution of 30 metric tons of highly enriched uranium (HEU) to low enriched uranium (LEU) from dismantled Russian nuclear weapons for purchase by the United States Enrichment Corporation. (NN)*
- ! *Remove all highly enriched uranium oxides from the Portsmouth site. (NE)*

**NS5: *Continue leadership in policy support and technology development for international arms control and nonproliferation efforts.***

**NS5-1 STRENGTHENING THE NUCLEAR NONPROLIFERATION REGIME**

Strengthen the nuclear nonproliferation regime through support of treaties and international agreements. (NN)

" *Performance target for FY 1999:*

- ! *Support U.S.- lead negotiations on the Fissile Material Cut-Off Treaty at the United Nations multi-lateral conference on disarmament in Geneva.*

**NS5-2 MINIMIZING THE RISKS OF PROLIFERATION.**

Work with the states of the former Soviet Union and others to minimize the risks of proliferation. (NN)

" *Performance targets for FY 1999:*

- ! *Continue to improve and integrate technology practices, facilities, and training for material protection, control, and accounting for approximately 650 metric tons of weapons-usable material at 53 locations.*
- ! *Field an initial joint DOE-Customs Service remote inspection system capable of identifying radiation signatures of potential nuclear smuggling packages.*
- ! *Further the Nuclear Cities Initiative promoting cooperation with the closed cities in the Russian nuclear weapon complex to improve the prospects for defense conversion and employment of former weapon scientists.*
- ! *Support non-proliferation objectives through concluding key science and technology agreements on:
  - S *Geologic research connected to radioactive waste disposal with the Russian Ministry of Atomic energy;*
  - S *Specific cooperative projects under the U.S.-China Peaceful Uses of Nuclear Technologies Agreement;*
  - S *Renewal of the existing Peaceful Uses of Atomic Energy Agreement and beginning negotiations for a new and expanded agreement with Russia. (PO)**

**NS5-3 ADVANCING NONPROLIFERATION TECHNOLOGY**

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Develop technologies and systems for detection of nuclear weapons proliferation and for treaty monitoring. (NN)

" *Performance targets for FY 1999:*

- ! *Complete development and delivery to customers of two new counter-nuclear-smuggling detection technologies, one portable/hand-held and the other for wide area tracking and interdiction.*
- ! *Demonstrate, through airborne field tests, two new technologies that use chemical detection methods to remotely characterize weapons-of-mass-destruction proliferation activities.*
- ! *Deliver to the U.S. National Data Center for the CTBT the first half (Release 3) of an operational knowledge base, that can be accessed by automated processing systems and human analysts to provide monitoring and verification confidence.*

**NS6: Meet national security requirements for naval nuclear propulsion and for other advanced nuclear power systems.**

**NS6-1 PROVIDING SPECIAL NUCLEAR POWER SYSTEMS FOR NATIONAL SECURITY**

Provide the U.S. Navy with safe, militarily-effective nuclear propulsion plants and ensure their continued safe and reliable operation. Meet ongoing and future national security requirements for special nuclear power systems. (NE)

" *Performance targets for FY 1999*

- ! *Develop new reactor plants, including the next generation reactor, which will be 85 percent complete by the end of FY 1999, and ensure the safety, performance reliability, and service-life of operating reactors.*
- ! *Ensure radiation exposures to workers or the public from Naval Reactors' activities are within Federal limits and no significant findings result from environmental inspections by State and Federal regulators.*

**NS6-2** [Combined with NS6-1]

**NS7: Improve international nuclear safety.**

**NS7-1 ENHANCING THE SAFETY OF SOVIET-DESIGNED REACTORS AND PROMOTING INTERNATIONAL NUCLEAR SAFETY**

Assist countries in reducing the risks from Soviet-designed nuclear power plants and implement a self-sustaining nuclear safety improvement program capable of reaching internationally accepted safety practices. Promote nuclear safety culture improvements internationally by providing strong leadership in international nuclear safety organizations and centers. (NN)

" *Performance targets for FY 1999:*

- ! *Complete the development and implementation of an effective reactor plant operator training program at key plants based on the Systematic Approach to Training methodology used in the United States and provide and incorporate plant simulators into the operator training programs.*
- ! *Complete plans for critical asset identification within the Department and test vulnerability assessment techniques in two components of the Energy Sector in countries of the former Soviet Union.*
- ! *Provide preliminary safety assessment results to determine near-term safety improvements at eight nuclear power plants in Russia and Ukraine.*
- ! *Complete the installation of Safety Parameter Display Systems to improve operator response to emergencies at Leningrad-Unit 4 and Novovoronezh-Unit 4 in Russia..*
- ! *Promote U.S. positions and practices in international forums that advocate safe reactor operations.*

**NS7-2** [Combined with NS7-1]

**NS7-3 ASSISTING IN THE SHUTDOWN OF THE CHORNOBYL NUCLEAR POWER PLANT**

Work closely with the United States Agency for International Development to assist in the multi-national effort to shut down Chernobyl

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Units 1, 2, and 3 in Ukraine before January  
2001 and reduce the risk of possible collapse  
of the Unit 4 sarcophagus. (NN)

" *Performance target for FY 1999:*

! *Complete a comprehensive  
decommissioning engineering survey of  
Chornobyl Unit 1.*

# ENVIRONMENTAL QUALITY

## STRATEGIC GOAL

***Aggressively clean up the environmental legacy of nuclear weapons and civilian nuclear research and development programs, minimize future waste generation, safely manage nuclear materials, and permanently dispose of the Nation's radioactive wastes.***

### OBJECTIVES

- EQ1:** *Reduce the most serious risks from the environmental legacy of the U.S. nuclear weapons complex first.*
- EQ2:** *Clean up as many as possible of the Department's 53 remaining contaminated geographic sites by 2006.*
- EQ3:** *Safely and expeditiously dispose of waste generated by nuclear weapons and civilian nuclear research and development programs and make defense high-level radioactive wastes disposal-ready.*
- EQ4:** *Prevent future pollution.*
- EQ5:** *Dispose of high level radioactive waste and spent nuclear fuel in accordance with the Nuclear Waste Policy Act as amended.*
- EQ6:** *Reduce the life-cycle costs of environmental cleanup.*
- EQ7:** *Maximize the beneficial reuse of land and effectively control risks from residual contamination.*

By 2006, the Environmental Management (EM) program intends to complete cleanup at 43 of its 53<sup>1</sup> remaining sites. At the 10 remaining sites, including our five largest sites, treatment will continue for the

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<sup>1</sup> EM's responsibilities include facilities and areas at 113 geographic sites (excluding the 21 sites in the Formerly Utilized Sites Remedial Action Program that transferred to the U.S. Army Corps of Engineers). As of the beginning of FY 1998, 60 geographic sites had been completed and 53 geographic sites (including WIPP which is a disposal site) remained to be cleaned up. During FY 1998, five geographic sites were completed leaving a total of 48 sites to be cleaned up as of the beginning of FY 1999.

remaining "legacy" waste streams and management (including stabilization and disposition) of legacy nuclear materials will continue. Even after completing cleanup, the Department will maintain a presence at most sites to ensure that the reduction in risk to human health and the environment is maintained. Such "long-term stewardship" will include passive or active institutional controls and, often, treatment of groundwater over a long period of time.

Achieving our accelerated site completion goals will require the Department to improve productivity and reduce the life-cycle costs of cleanup. The geographic site completion goals are based on EM's most aggressive budget and planning scenarios and assume the maximum possible gains in efficiency. At some of these sites, these goals are extremely ambitious and represent challenges rather than specific commitments.

The Department has established cleanup goals and remedies for each contaminated area through processes involving federal and state laws and other legal agreements. These processes include input from decision makers outside of the Department, such as states, the U.S. Environmental Protection Agency (EPA), and the U.S. Nuclear Regulatory Commission. Environmental remediation activities are based primarily on requirements of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), as amended; the Resource Conservation and Recovery Act (RCRA); and the National Environmental Policy Act (NEPA).

The Department will implement a formal integrated management system to more closely align the *Accelerating Cleanup: Paths to Closure* planning process with the budget formulation and execution processes. All EM activities are organized by projects, which have a defined scope, schedule and cost that support a defined end state at a specific EM site.

The following commitments describe our most significant performance goals for FY 1999 towards the Environmental Quality strategic goal and objectives.

## OUR COMMITMENTS<sup>2</sup>

**EQ1: *Reduce the most serious risks from the environmental legacy of the U.S. nuclear weapons complex first.***

### EQ1-1 REDUCING WORKER, PUBLIC, AND ENVIRONMENTAL RISKS

Identify and fund projects to reduce the most serious risks first and prevent further increases in relative risk at all sites. (EM)

" Performance targets for FY 1999:

- ! Stabilize and safely store 6 metric tons of heavy metal of spent nuclear fuel (SNF).
- ! Stabilize 33,000 kilograms bulk of plutonium residues, 40 liters of plutonium solution, and 332 containers of plutonium metals/oxides.

**EQ2: *Clean up as many as possible of the Department's 53 remaining contaminated geographic sites by 2006.***

### EQ2-1 ACCELERATING AND COMPLETING GEOGRAPHIC SITE CLEANUP

Complete clean up at 43 of the Department's 53<sup>3</sup> remaining sites by 2006. Continue cleanup at the 10 remaining sites, including the five largest sites, scheduled for completion in the post 2006 time-frame.

Cleanup progress is measured by completion of geographic sites where EM is responsible for remediation of contaminants and other material. Interim progress is demonstrated by

<sup>2</sup> Performance targets related to the completion of release sites and facilities, waste disposal, SNF and nuclear material stabilization (EQ1-1, EQ2-1, EQ3-1, and EQ6-3) are estimates based on best available projections.

<sup>3</sup> EM's responsibilities include facilities and areas at 113 geographic sites (excluding the 21 sites in the Formerly Utilized Sites Remedial Action Program that transferred to the U.S. Army Corps of Engineers). As of the beginning of FY 1998, 60 geographic sites had been completed and 53 geographic sites (including WIPP which is a disposal site) remained to be cleaned up. During FY 1998, five geographic sites were completed leaving a total of 48 sites to be cleaned up as of the beginning of FY 1999.

cleaning up portions of the EM geographic sites, referred to as "Release Sites" and "Facilities". Cleaning up these areas ultimately leads to the completion of the entire geographic site. (EM)

" Performance targets for FY 1999:

- ! Complete remediation at 3 geographic sites, increasing the total completed to 68 of 113 geographic sites. (This is a milestone of a FMFIA corrective action plan.)
- ! Complete 310 release site assessments.
- ! Complete 165 release site cleanups. (This will bring the number of completed release site cleanups to about 4,290 out of a total inventory of approximately 9,700 release sites.)
- ! Complete 120 facility decommissioning assessments.
- ! Complete 80 facility decommissionings. (This will bring the number of completed facility decommissionings to about 530 out of a total inventory of approximately 3,350 facilities.)

EQ2-2 and EQ2-3 [Combined with EQ2-1]

**EQ3: *Safely and expeditiously dispose of waste generated by nuclear weapons and civilian nuclear research and development programs and make defense high-level radioactive wastes disposal-ready.***

### EQ3-1 MAKING DISPOSAL READY AND DISPOSING OF WASTE GENERATED DURING PAST AND CURRENT DOE ACTIVITIES

Safely and expeditiously make disposal-ready and dispose of waste generated during past and current DOE activities. Prepare transuranic (TRU) waste for disposal at the Waste Isolation Pilot Plant (WIPP) and ship as soon as legal and regulatory constraints are removed. (EM)

" Performance targets for FY 1999:

- ! Dispose of 73,000 cubic meters of low level waste (LLW).
- ! Dispose of 15,000 cubic meters of mixed low level waste (MLLW).

- ! Produce 200 canisters of high level waste (HLW) at the Defense Waste Processing Facility at the Savannah River Site.
- ! Produce 15 canisters of HLW at the West Valley Demonstration Project.
- ! Make disposal ready 700 cubic meters of transuranic (TRU ) waste.
- ! Ship 100 to 200 cubic meters of TRU waste<sup>4</sup> to WIPP for disposal.

**EQ4: Prevent future pollution.**

**EQ4-1 PREVENTING FUTURE POLLUTION**

Incorporate pollution prevention, including waste minimization, recycling and reuse of materials, into all DOE activities in accordance with Executive Order 13101.

(EE, EM, DP, SC, FE, NE )

" Performance targets for FY 1999:

- ! Reduce routine waste generation by 45 percent based on 1993 waste generation rates. (Data for reporting will be available at the end of calendar year 1999.) (EM)
- ! Implement projects that reduce/avoid the generation of radioactive, mixed, and hazardous wastes by 2,000 cubic meters. (EM)
- ! Reduce by 10 percent the waste resulting from the execution of cleanup, stabilization and decommissioning activities, from the annual planned baseline volumes.(EM)

**EQ5: Dispose of high level radioactive waste and spent nuclear fuel in accordance with the Nuclear Waste Policy Act as amended.**

**EQ5-1 CONTINUING WITH YUCCA MOUNTAIN SITE CHARACTERIZATION**

Complete the scientific and technical analyses of the Yucca Mountain site, and if it is determined to be suitable for a geologic repository, obtain a license from the Nuclear Regulatory Commission. (RW)

" Performance targets for FY 1999:

- ! Publish a draft Environmental Impact Statement (EIS). The Nuclear Waste Policy Act requires a Final EIS to accompany the site recommendation.
- ! Complete repository and waste package design inputs for use in total system performance assessment for the repository license application.
- ! Complete peer review of the total system performance assessment to provide formal, independent evaluation and critique.

**EQ5-2 DEVELOPING WASTE ACCEPTANCE AND TRANSPORTATION CAPABILITY**

Maintain the capability to initiate plans to transport spent nuclear fuel and high level waste as soon as a Federal facility is designated under the Nuclear Waste Policy Act, as amended. (RW)  
No performance measures can be proposed until the legal disputes are resolved.

**EQ6: Reduce the life-cycle costs of environmental cleanup.**

**EQ6-1 REDUCING ENVIRONMENTAL CLEANUP COSTS THROUGH ENHANCED PERFORMANCE**

Significantly enhance performance, increase efficiency and reduce costs through increased use of fixed-price competitive contracting, optimized project sequencing, recycling and other waste minimization techniques, privatization, systems engineering, and benchmarking. (EM)

" Performance targets for FY 1999:

- ! Continue the development and implementation of the privatization strategy by:
  - Commencing Phase II (Design completion and facility construction) of the Idaho National Engineering and Environmental Laboratory (INEEL) Advanced Mixed Waste Treatment Project (AMWTP);
  - Awarding the contract for the INEEL Spent Nuclear Fuel (SNF) Dry Storage Project; and
  - Awarding the contract for the Oak Ridge Waste Disposal Project (Design completion/ construction/operation).

<sup>4</sup>This number has been lowered from the planned 700 cubic meters due to outstanding litigation and permitting issues.

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**EQ6-2 DEVELOPING AND DEPLOYING  
INNOVATIVE CLEANUP  
TECHNOLOGIES**

Develop and deploy innovative environmental cleanup, nuclear waste, and spent fuel treatment technologies that reduce cost, resolve currently intractable problems, and/or are more protective of workers and the environment. (EM/NE)

" Performance targets for FY 1999:

- ! Accomplish 60 innovative technology deployments.
- ! Demonstrate 22 alternative technology systems that meet the performance-specification based needs as identified by the Site Technology Coordination Groups.
- ! Make 40 alternative technology systems ready for implementation with cost and engineering performance data.
- ! Complete the demonstration of the electrometallurgical spent fuel treatment technology by the end of FY1999 using Experimental Breeder Reactor-II spent nuclear fuel. (NE)
- ! Complete the conversion and disposition of 100 percent of the secondary sodium coolant from the Experimental Breeder Reactor-II and 40 percent of the Fermi reactor sodium coolant in storage at Argonne National Laboratory-West. (NE)
- ! Maintain the Fast Flux Test Facility in a safe, environmentally-compliant standby condition to permit implementation of an anticipated Secretarial decision in FY 1999 to deactivate or pursue potential restart to support a range of national research reactor requirements. (NE)
- ! Meet all commitments made to the Ohio Environmental Protection Agency and the Defense Nuclear Facilities Safety Board to ensure the safety of the Department's inventory of depleted uranium hexafluoride. (NE)

**EQ6-3 COMPLETING DEACTIVATION OF  
SURPLUS FACILITIES**

Reduce operating costs by completing deactivation of surplus facilities and placing them in a safe and environmentally sound

condition, requiring minimal surveillance and maintenance. (EM)

" Performance target for FY 1999:

- ! Complete 65 surplus facility deactivations.

**EQ7: Maximize the beneficial reuse of land and effectively control risks from residual contamination.**

**EQ7-1 MAKING DOE LANDS AND  
FACILITIES AVAILABLE FOR OTHER  
USES**

In conjunction with stakeholders, develop comprehensive land use plans for DOE sites that provide information on alternative uses, ownership, environmental requirements, and implementation schedules. (EM)

" Performance targets for FY 1999:

- ! Release a background report on Long-term Stewardship ("Moving from Cleanup to Stewardship") by March 31, 1999. (This report was one of the commitments published in the June 1998 Paths to Closure document.)
- ! Begin the formal study on long-term stewardship pursuant to the 1998 Programmatic Environmental Impact Statement (PEIS) settlement agreement, which requires a public scoping and comment process; and complete the scoping process portion of the study.
- ! Complete mission justification analysis for land and facilities at 5 of the remaining 15 sites. (FM)

# SCIENCE AND TECHNOLOGY

## STRATEGIC GOAL

*Deliver the scientific understanding and technological innovations that are critical to the success of DOE's mission and the Nation's science base.*

### OBJECTIVES

- ST1:** *Develop the science that underlies DOE's long-term mission.*
- ST2:** *Deliver leading-edge technologies that are critical to the DOE mission and the Nation.*
- ST3:** *Improve the management of DOE's research enterprise to enhance the delivery of leading-edge science and technology at reduced costs.*
- ST4:** *Assist in the government-wide effort to advance the Nation's science education and literacy.*

The following commitments describe our most significant performance goals for FY 1999 towards the Science and Technology strategic goal and objectives.

## OUR COMMITMENTS

**ST1:** *Develop the science that underlies DOE's long-term mission.*

### **ST1-1 CONDUCTING RELEVANT, HIGH QUALITY, INNOVATIVE RESEARCH THAT RESPONDS TO THE NEEDS OF THE DOE MISSION**

Conduct relevant, high quality, innovative research that responds to the needs of the DOE mission. (SC)

" Performance targets for FY 1999:

! Complete sequencing of 30 million subunits and draft sequence of 30 million additional subunits of human DNA for submission to publicly accessible databases.

! Maintain optimum operating schedules at major scientific user facilities to serve thousands of researchers from universities, national laboratories, and industry.

### **ST1-2 PROVIDING NEW INSIGHTS INTO THE FUNDAMENTAL NATURE OF ENERGY AND MATTER**

Provide new insights into the fundamental nature of energy and matter. (SC)

" Performance targets for FY 1999:

! Complete construction and begin operation of the Relativistic Heavy Ion Collider (RHIC) at Brookhaven National Laboratory.

- ! *Deliver on the 1999 US/DOE commitments to the international Large Hadron Collider project.*
- ! *Complete preparations and begin operation of the newly completed B-factory at the Stanford Linear Accelerator Center and the Main Injector at Fermilab.*

**ST1-3 SEARCHING FOR AND UTILIZING THE BEST SCIENTIFIC TALENT FROM ALL SOURCES TO PERFORM DOE RESEARCH**

Search for and utilize the best talent from all sources to perform DOE research. (SC)

- " *Performance targets for FY 1999:*
- ! *Complete a search for and name Directors of the Argonne National Laboratory, Fermi National Accelerator Laboratory, and Stanford Linear Accelerator Center.*

**ST1-4 DEVELOPING SCIENCE TO SUPPORT DOE'S PARTICIPATION IN ENERGY AND OTHER NATIONAL POLICY FORMULATIONS**

Develop science to support DOE's participation in energy and other National policy formulations. (SC)

- " *Performance targets for FY 1999:*
- ! *Determine 70 percent of the DNA sequence of 10 additional microbes with potential use in waste cleanup or energy production.*
- ! *Initiate a new joint Biological and Environmental Research-Basic Energy Sciences program in fundamental science that will underpin new opportunities and technologies in carbon capture.*
- ! *Continue collaborative efforts with NASA on space science and exploration.*

**ST1-5 SUPPORTING EMERGING SCIENCES THAT ARE IMPORTANT TO THE FUTURE OF DOE AND THE NATION**

Support emerging sciences that are important to the future of DOE and the Nation, including interdisciplinary research that addresses the Nation's most pressing problems. (SC)

- " *Performance target for FY 1999:*
- ! *Discover new biological structures with more than 60 percent of the new biological structures published in the peer-reviewed literature resulting from data generated as part of the structural biology synchrotron user station program.*
- ! *Conduct, with at least 25 to 30 patients, Boron Neutron Capture Therapy (BNCT) Research Phase I/II clinical trials at reactor sources with neutrons.*
- ! *Initiate change-out of the beryllium reflector at the High Flux Isotope Reactor at Oak Ridge National Laboratory and improvements to the facility's beam tubes and monochromators.*

**ST1-6 LEVERAGING RESEARCH OPPORTUNITIES**

Leverage research opportunities through science partnerships and pursue international science collaborations. (SC)

- " *Performance targets for FY 1999:*
- ! *Conduct five intensive operations periods at the Atmospheric Radiation Measurement (ARM) Southern Great Plains site and redeploy an atmospheric radiation and cloud station from the Arctic Ocean to Atkasuk, Alaska.*
- ! *Provide advanced simulations of possible climate response to increasing atmospheric concentrations of greenhouse gases at subcontinental spatial scales.*
- ! *Restructure the technology program sub-element in the Fusion Energy Science Program to focus on domestic fusion program needs while maintaining strategic participation in international collaborative activities.*

**ST2:** *Deliver leading-edge technologies that are critical to the DOE mission and the Nation.*

**ST2-1 DEVELOPING THE TECHNOLOGIES TO MEET DOE'S ENERGY, NATIONAL SECURITY, AND ENVIRONMENTAL GOALS**

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Develop the technologies required to meet DOE's energy, national security, and environmental quality goals. (SC/NE)

" Performance targets for FY 1999:

- ! Supply quality stable and radioactive isotopes for industrial, research, and medical applications that continue to meet customer specifications and maintain 95 percent on-time deliveries. (NE)
- ! Initiate construction and commissioning of the Los Alamos Target Irradiation Station, to improve isotope quality with greater operating efficiency. (NE)
- ! Complete equipment installation necessary for an emergency backup supply of molybdenum-99, issue a request for proposals to privatize molybdenum-99 production and business activities by May 1999, and after evaluation, award a contract by September 1999 to the most qualified firm. (NE)
- ! Develop the Advanced Computational Testing and Simulation Toolkit so that simulation can be used in place of experiments which are too dangerous, expensive, inaccessible, or politically unacceptable. (SC)

#### ST2-2 PURSUING TECHNOLOGY RESEARCH PARTNERSHIPS

Pursue technology research partnerships with industry, academia and other government agencies and proactively accelerate the transition of technologies to end users. (SC)

" Performance targets for FY 1999:

- ! Provide fundamental research in environmental sciences, biology, molecular sciences, and computational modeling that will underpin the cleanup of contaminated sites.
- ! Complete the initial SC/EM Pilot Collaborative Research Program and, in cooperation with EM, initiate development of the most promising cleanup technologies arising from these projects.

**ST3: *Improve the management of DOE's research enterprise to enhance the delivery of leading-edge science and technology at reduced costs.***

#### ST3-1 MANAGING THE NATIONAL LABORATORIES, SCIENCE-USER FACILITIES, AND OTHER RESEARCH PROVIDERS AND RESEARCH FACILITIES

Manage the National Laboratories, science-user facilities, and other DOE research providers and research facilities in a more integrated, responsive, and cost-effective way, building on unique core strengths and corresponding roles. Design, construct, and operate research facilities in a timely and cost-effective manner. (SC)

" Performance targets for FY 1999:

- ! Begin Title I design activities, initiate subcontracts and long-lead procurements, and continue R&D work necessary to begin construction activities of the Spallation Neutron Source.
- ! Complete prototype development of a "virtual laboratory" approach and implement at least three program trial applications.
- ! Organize a national research team for the National Spherical Torus Experiment (NSTX) project at Princeton Plasma Physics Laboratory, begin experimental operations by June 1999, and complete the project by September 1999.
- ! Receive from the Program Advisory Committees (PACS), an assessment, of the quality of research and program relevance at major Fusion Energy operating facilities.
- ! Accomplish the milestone of the FMFIA corrective action plan to complete corrective actions identified in the DOE Action Plan for Improved Management of Brookhaven National Laboratory.

ST3-2 [Combined with ST3-1]

#### ST3-3 IMPROVING THE MANAGEMENT, DISSEMINATION, SHARING, AND USE

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**OF TECHNICAL INFORMATION****ACROSS DOE**

Improve the management, dissemination, sharing, and use of scientific and technical information. (SC)

" *Performance targets for FY 1999:*

- ! *Conduct a user satisfaction to demonstrate that at least 75 percent are satisfied or very satisfied with our computer facilities and networks.*
- ! *Implement a common distributed electronic infrastructure across DOE that effectively provides researchers and the public timely access to the Department's scientific and technical information.*
- ! *Implement streamlined policies and procedures for managing the Department's scientific and technical information, using decentralized sources in a cost effective and efficient manner.*

**ST3-4 IMPROVING PEER AND PROGRAM REVIEW PROCESSES**

Improve peer and program review processes. (SC)

" *Performance target for FY 1999:*

- ! *Maintain high scientific quality in the Energy Research Program as judged by the Program Advisory Committees.*
- ! *Receive from the National Research Council, an assessment, of the quality of science in the Fusion Energy Sciences research programs.*

**ST4: Assist in the government-wide effort to advance the Nation's science education and literacy.****ST4-1 DEVELOPING AND PROMOTING TECHNOLOGIES AND PROGRAMS THAT DELIVER INFORMATION AND CONTRIBUTE TO LEARNING IN SCIENCE, MATH, ENGINEERING AND TECHNOLOGY**

Develop and promote technologies and programs that deliver information and contribute to learning in science, math, engineering and technology, and in general, expand access to DOE's technical information. Leverage DOE's human and physical research infrastructure, working

with the National Science Foundation and other Federal agencies, to promote science awareness, enable advanced educational research opportunities, build capabilities at educational institutions, and improve educational opportunities for diverse groups. (SC/ NE)

" *Performance targets for FY 1999:*

- ! *Provide web-based access to energy-related scientific and technical information obtained by DOE via interagency, U.S. business and industry, and international agreements, exchanges, and partnerships.*
- ! *Continue to make 2 to 10 appointments each in the Biological and Environmental Research program's Alexander Hollander Distinguish Post Doctoral Fellowship; the multi-agency SOARS Program (Significant Opportunities in Atmospheric Research and Science) for outstanding Hispanic, Native American, and African American students in the atmospheric and related sciences.*
- ! *Initiate a Significant Opportunities Program in the broader sciences of global change for outstanding undergraduate and graduate students.*
- ! *Support U.S. universities' nuclear energy research and education capabilities by:*
  - *Providing fresh fuel to all university reactors requesting this service;*
  - *Funding at least 20 universities with research reactors for reactor upgrades and improvements;*
  - *Partnering with 19 or more private companies to fund DOE/Industry Matching Grants Program for universities;*
  - *Increasing the funding for Reactor Sharing by 40 percent over FY 1998, enabling each of the 26 schools involved in the program to improve the use of their reactors for teaching, training, and education within the surrounding community.* (NE)

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- ! *Attract outstanding U.S. students to pursue nuclear engineering degrees by:*
    - S *Increasing the number of fellowships from 14 to 22;*
    - S *Increasing the number of Nuclear Engineering Education Grants from 19 to over 40;*
    - S *Providing summer on-the-job training to 29 junior and senior nuclear engineering scholarship recipients.* (NE)

**ST4-2** [Combined with ST4-1]

# CORPORATE MANAGEMENT

## STRATEGIC GOAL

*The Department of Energy will strive to demonstrate organizational excellence in its environment, safety and health practices, in its communication and trust efforts, and in its corporate management systems and approaches.*

### OBJECTIVES

- CM1:** *Ensure the safety and health of the DOE workforce and members of the public, and the protection of the environment in all Departmental activities.*
- CM2:** *As a good neighbor and public partner, continually work with customers and stakeholders in an open, frank, and constructive manner.*
- CM3:** *Use efficient and effective management systems and approaches to guide decision making, streamline and improve operations, align resources and reduce costs.*
- CM4:** *Improve the delivery of products and services through contract reform and the use of business-like management practices.*
- CM5:** *Implement information systems so employees can perform their jobs efficiently and effectively.*
- CM6:** *Improve performance through evaluations, reviews, audits, and inspections.*

The following commitments describe our most significant performance goals for FY 1999 towards the Corporate Management strategic goal and objectives.

### OUR COMMITMENTS

**CM1:** *Ensure the safety and health of the DOE workforce and members of the public, and the protection of the environment in all Departmental activities.*

#### CM1-1 INSTITUTING A SOUND ES&H CULTURE

Integrate and embed risk-based outcome oriented environment, safety, and health (ES&H) management practices into the performance of DOE's day-to-day work. Clearly identify and fund ES&H priorities and ensure resources are appropriately spent on those priorities. (EH)

" Performance targets for FY 1999:

- ! *Prevent fatalities, serious accidents, and environmental releases at Departmental sites.*
- ! *Implement Integrated Safety Management Systems in all major management and operations contracts.*
- ! *Provide expanded access to information on health related risks from operating our facilities to ensure that minority and low-income populations, which may be disproportionately adversely impacted by DOE facilities, understand the Department's environmental justice goals and strategies. (ED)*
- ! *Conduct oversight special reviews, assessments, evaluations, and inspections of such topics as emergency management, safety management, accidents, and safeguards and security.*

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! *Prepare a draft Department of Energy implementation plan for the Administration's Clean Water Initiative.*

**CM1-2** [Combined with CM1-1]

**CM1-3 ENSURING EMPLOYEES ARE QUALIFIED IN THEIR ES&H RESPONSIBILITIES**

Ensure that all DOE employees are appropriately trained and technically competent commensurate with their ES&H responsibilities. (MA)

" *Performance target for FY 1999:*

! *Improve Federal technical workforce capabilities at defense sites by implementing the FY 1999 milestones of the Revised Implementation Plan for DNFSB Recommendation 93-3.*

**CM1-4 INVESTIGATING FEASIBILITY OF INDEPENDENT EXTERNAL OVERSIGHT OF SAFETY AND HEALTH AT DOE SITES**

Work with the Nuclear Regulatory Commission and the Occupational Safety and Health Administration to evaluate issues related to independent external regulation of safety and health. (EH)

" *Performance target for FY 1999:*

! *Complete the ongoing pilot projects which assess DOE facilities against the standards that the NRC believes would be appropriate to ensure radiological safety.*

**CM2:** *As a good neighbor and public partner, continually work with customers and stakeholders in an open, frank, and constructive manner.*

**CM2-1 INVOLVING STAKEHOLDERS IN THE POLICY- MAKING PROCESS**

Foster strong partnerships with neighboring DOE communities, regulators, and other stakeholders to determine priorities and solutions. (EM)

" *Performance target for FY 1999:*

! *Conduct stakeholder meetings to increase public involvement in crosscutting environmental quality issues. The meeting participants will include advisory board members, state and local governments, Native American Tribes, and other stakeholders across the country.*

! *Conduct "Communicating with the Public" training sessions for DOE managers.*

! *Respond to an estimated total of 500,000 public requests for information and documents from the Center for Environmental Management Information within an average of two business days per request.*

**CM2-2 IMPROVING COMMUNICATIONS WITH CUSTOMERS AND THE PUBLIC**

Increase customer and public awareness of DOE's mission areas by improving the quality, timeliness, and sufficiency of information disseminated on the Department's functions, successes, lessons learned, and future activities. (MA)

" *Performance targets for FY 1999:*

! *Reduce the Freedom of Information Act backlog by 10 percent and the average case age by 10 percent over the previous year.*

! *Improve the quality and volume of information on the DOE's World Wide Web site and demonstrate user-interest through a higher number of home page visits (hits) per year.*

**CM2-3 INCREASING OPENNESS WITH THE PUBLIC**

Increase openness with the public by prudently declassifying information about the Department's activities while maintaining a balance with the Nation's security. (NN)

" *Performance targets for FY 1999:*

! *Continue reviewing DOE documents for possible declassification and release of those that no longer need to be withheld for security purposes.*

! *Implement the fundamental Classification Policy Review recommendations and issue 40 classification guides in the*

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*streamlined format containing the updated guidance.*

- ! *Implement 10 CFR Part 1045 through reviewing 100 percent of other agency classification guides submitted, and by conducting five on-site reviews of other-agency Restricted Data programs.*

#### **CM2-4 DEVELOPING A PUBLIC HEALTH AGENDA FOR DOE SITES**

Work with the Department of Health and Human Services (DHHS) to prepare a consolidated and coherent strategy for worker and public health effects studies and activities. (EH)

" *Performance targets for FY 1999:*

- ! *Issue an initial status report on the development of a public health agenda by December 31, 1998; and a final public health agenda for each site, which reflects customer and stakeholder input, shall be issued by September 30, 1999.*

**CM3:** *Use efficient and effective corporate management systems and approaches to guide decision making, streamline and improve operations, align resources and reduce costs.*

#### **CM3-1 IMPROVING MANAGERIAL PERFORMANCE AND ACCOUNTABILITY**

Improve decision-making, ensure accountability, maximize departmental resources, and achieve intended results by corporately managing the Department's mission, functions, and activities. (S2)

" *Performance targets for FY 1999:*

- ! *Identify functional and technical system requirements for developing a Business Management Information System (BMIS) with a special emphasis on financial management, and develop business scenarios for its evaluation (a milestone of a FMFIA corrective action plan). (CFO)*
- ! *Develop annual performance-based budgets by using DOE's corporate Strategic Management System to link*

*resource requirements to five-year plans, make independent project validations, and perform cross-cutting program evaluations. (CFO/PO)*

- ! *Conduct self assessments to measure organizational performance in the areas of Customer Satisfaction, Employee Satisfaction and the achievement of Business Results using the Malcolm Baldrige, President's or Energy Quality Award Criteria. (MA)*

#### **CM3-2 CONTINUING INITIATIVES TO STREAMLINE AND RE-ENGINEER THE DEPARTMENT**

Continue to streamline and improve operations, further reduce overhead expenditures, and facilitate additional workforce reductions while aiding affected employees and communities. (MA)

" *Performance targets for FY 1999:*

- ! *Realize annual savings from improved operations to achieve cumulative savings totaling \$1.7 billion by the end of FY 2000:*
  - *Achieve staffing reductions to achieve Departmental target of 10,613 by the end of FY 1999;*
  - *Achieve \$65 million in further cost avoidances in information technology; and*
  - *Reduce support service contracting obligations below \$610 million in FY 1999.*

#### **CM3-3 IMPROVING HUMAN RESOURCE PRACTICES**

Implement quality management principles, value diversity, and continue to improve human resources systems and practices. (MA)

" *Performance targets for FY 1999:*

- ! *Continue hiring welfare to work recipients to achieve the Presidential goal of 55 by FY 2000, 40 of whom will be hired by the end of FY 1999.*
- ! *Implement a DOE-wide employee accessible automated personnel system by December 1998.*
- ! *Expand the use of Alternate Dispute Resolution by 20 percent over the FY 1998 use to mediate workplace disputes such as Equal Employment*

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*Opportunity complaints and grievances.* (GC)

- ! *Improve workforce skills and reduce training costs by implementing the FY 1999 milestones in the DOE Corporate Education, Training, and Development Plan.*

**CM3-4 DEMONSTRATING THE DEPARTMENT'S COMMITMENT TO DIVERSITY BY BECOMING A RECOGNIZED LEADER IN THE FEDERAL GOVERNMENT**

Create a model organization that fosters and embraces diversity by addressing under representation of minorities and women, and by committing to equity, inclusion, opportunity, accommodation, and non-discrimination in the workplace. (ED)

- " *Performance targets for FY 1999:*
  - ! *Publish in the Code of Federal Regulations the DOE Mentor-Protégée Program.*
  - ! *Commit to specific procurement strategies that will increase the participation of women-owned small businesses in the Federal marketplace through a Memorandum of Understanding with the Small Business Administration.*
  - ! *Enhance America's science workforce by ensuring that minority-serving institutions are afforded and take advantage of the Federal Research, development, education and equipment opportunities for which they are eligible and increasing their awards by 5% over FY 1998.*

**CM4: *Improve the delivery of products and services through contract reform and the use of business-like management practices.***

**CM4-1 USING PRUDENT CONTRACTING AND BUSINESS MANAGEMENT PRACTICES**

Use prudent contracting and business management approaches that emphasize results, accountability, and competition; improve timeliness; minimize costs; and ensure customer satisfaction. (S2)

" *Performance targets for FY 1999:*

- ! *Prepare and publish an annual accountability report that includes the Department-wide audited financial statement with an unqualified opinion to the Office of Management and Budget by March 1999.* (CFO/PO)
- ! *Convert all management and operating contracts awarded in FY 1999 to performance-based contracts.* (MA)
- ! *Award 50 percent of all management and operating (M&O) contracts, including three M&O contracts that will change to Federal Acquisition Regulation (FAR) contracts during FY 1999, using competitive procedures.* (MA)
- ! *Award 50 percent of all support service contracts in FY 1999 as performance-based service contracts.* (MA)
- ! *Issue a new contractor fee policy by December 1998, as committed to in the Federal Managers' Financial Integrity Act (FMFIA) FY 1997 report.* (MA)
- ! *Conduct a follow-up assessment of the effectiveness of actions taken in response to the recommendations made in the Performance Based Incentive Report, as committed to in the FMFIA FY 1997 report.* (MA)

**CM4-2 APPLYING BUSINESS-LIKE PRACTICES TO MANAGEMENT OF DOE PROJECTS AND ASSETS**

Strengthen the management of projects, materials, facilities, land, infrastructure, and other assets, to ensure safe, sound, and cost-effective operations, appropriate maintenance of sites, and to ensure intended project results. (FM)

" *Performance targets for FY 1999:*

- ! *Complete four Energy Systems Acquisitions Advisory Board (ESAAB) critical actions on required strategic and major systems.*
- ! *Verify progress against established project scope, schedule, and cost baselines on projects valued at \$5 million or more.*
- ! *Accomplish the milestones of the FMFIA corrective action plan for the Departmental challenge of project management.* (FM/DP)
- ! *Develop a plan by March 1999 to review DOE and contractor litigation*

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*cases in state and federal courts for appropriateness of early resolution through mediation. Increase by 20 percent over FY 1998 the number of such cases mediated. Demonstrate estimated savings of 50 percent in litigation costs for those cases settled in mediation as compared to the costs had those cases gone through litigation.* (GC)

**CM5: *Implement information systems so employees can perform their jobs efficiently and effectively.***

**CM5-1 ENSURING DEPARTMENT'S INFORMATION SYSTEMS ARE BASED ON COST EFFECTIVE TECHNOLOGY SOLUTIONS**

Utilize, under the auspices of the Chief Information Officer (CIO), an integrated Department-wide framework for planning, budgeting, evaluating, and implementing information management requirements to reduce costs and improve operations. (MA)

- " *Performance targets for FY 1999:*
- ! *Continue to improve infrastructure to allow staff the capability of accessing and sharing information easily and seamlessly across the DOE complex.*
  - ! *Continuously evolve the Department-wide information architecture with supporting standards to foster \$100 million on cost avoidances by FY 2003.*
  - ! *Implement all FY 1999 milestones for year 2000 changes for mission-essential systems.*
  - ! *Develop the Corporate Management Information Program (CMIP) milestone plan and report to Congress.*
  - ! *Accomplish the milestones of the FMFIA corrective action plan for the Departmental challenge of unclassified computer security.*

**CM6: *Improve performance through evaluations, reviews, audits, and inspections.***

**CM6-1 PROMOTING THE EFFECTIVE, EFFICIENT, AND ECONOMICAL OPERATION OF THE BUSINESS**

**LINES THROUGH AUDITS, INVESTIGATIONS, INSPECTIONS, AND OTHER REVIEWS**

Promote the effective, efficient, and economical operation of the business lines through audits, investigations, inspections, and other reviews. (S/IG)

- " *Performance targets for FY 1999:*
- ! *Render, by designated due dates, an opinion annually on the Department's consolidated financial statements, system of internal controls, and compliance with laws and regulations.*
  - ! *Complete at least 60 percent of the audits planned for the year and replace those audits not started with more significant audits which identify time-sensitive issues needing review.*
  - ! *Focus investigations on allegations of serious violations of Federal law by:*
    - S *Obtaining judicial and/or administrative action on 30 percent of all cases in open status during the fiscal year;*
    - S *Obtaining acceptance of 75 percent of the cases presented for prosecution.*
  - ! *Plan and, on a timely basis, conduct reviews based on assessment of risk and/or benefit to key Department programs.*

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## MEASUREMENT AND MONITORING PERFORMANCE

To maintain focus, a sense of urgency, and to have a real impact on performance, there will be periodic reviews of progress, discussion of difficulties encountered, and agreement on appropriate actions. These reviews will be held between the President and/or his designees and Department officials and with greater frequency within the Department. Any specific reporting requirements will be developed jointly with the Department.

## ADMINISTRATION SUPPORT

In order to accomplish the goals herein described, it is the Administration's objective to:

" Provide visible, high profile support for:

- ! The Department's National Security programs, including the stockpile stewardship program and the Department's leadership in reducing the global nuclear danger.
- ! Maintaining the fusion energy option for the U.S.
- ! Full utilization of, and international collaboration in, major science facilities.
- ! The Department's meeting its environmental cleanup and compliance commitments.
- ! The Department's efforts to expand international trade in energy technology for U.S. companies.
- ! The Department's efforts to promote economic growth and protect environmental quality through advancing energy efficiency, renewable energy and advanced clean fossil fuel technologies.
- ! Maintaining the Nation's Strategic Petroleum Reserve and coordinating U.S. responses to oil supply disruptions with the importing member nations of the International Energy Agency.

## TERMS OF AGREEMENT

*This agreement is intended only to improve the internal management of the Executive Branch and is not intended to and does not create any right, benefit, trust or responsibility, substantive or procedural, enforceable by law or equity by any party against the United States, its agencies, its officers, or any person.*

*This agreement will remain in effect until modified. It is expected that it will be updated at least annually to reflect significant changes in budget, policy, personnel, or other factors that may affect the accomplishment of objectives.*

*This agreement represents our joint commitment to a Department of Energy that works better, costs less, and fulfills our sacred trust to the American People.*



**BILL RICHARDSON**  
**SECRETARY OF ENERGY**

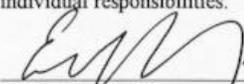


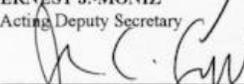
**WILLIAM J. CLINTON**  
**PRESIDENT OF THE UNITED STATES**

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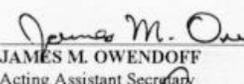
## SECRETARIAL OFFICERS' CONCURRENCE

We concur with the commitments made in this agreement with the President, and further agree to fulfill our individual responsibilities.

  
 ERNEST J. MONIZ (S2)  
 Acting Deputy Secretary

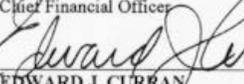
  
 JOHN ANGELL (C1)  
 Assistant Secretary  
 Congressional & Intergovernmental Affairs

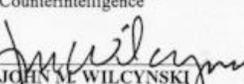
  
 DAN W. REICHER (EE)  
 Assistant Secretary  
 Energy Efficiency & Renewable Energy

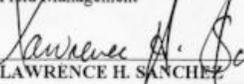
  
 JAMES M. OWENDOFF (EM)  
 Acting Assistant Secretary  
 Environmental Management

  
 CALVIN R. HUMPHREY (PO)  
 Acting Assistant Secretary  
 Policy and International Affairs

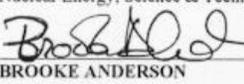
  
 MICHAEL L. TELSON (CFO)  
 Chief Financial Officer

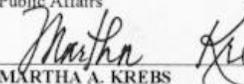
  
 EDWARD J. CURRAN (CN)  
 Director  
 Counterintelligence

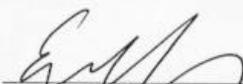
  
 JOHN M. WILCZYNSKI (FM)  
 Director  
 Field Management

  
 LAWRENCE H. SANCHEZ (IN)  
 Director  
 Intelligence

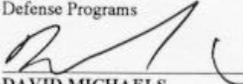
  
 WILLIAM D. MAGWOOD, IV (NE)  
 Director  
 Nuclear Energy, Science & Technology

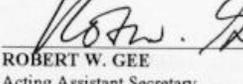
  
 BROOKE ANDERSON (PA)  
 Director  
 Public Affairs

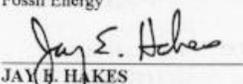
  
 MARTHA A. KREBS (SC)  
 Director  
 Science

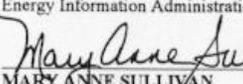
  
 ERNEST J. MONIZ (S3)  
 Under Secretary

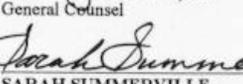
  
 VICTOR H. REIS (DP)  
 Assistant Secretary  
 Defense Programs

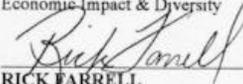
  
 DAVID MICHAELS (EH)  
 Assistant Secretary  
 Environment, Safety & Health

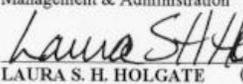
  
 ROBERT W. GEE (FE)  
 Acting Assistant Secretary  
 Fossil Energy

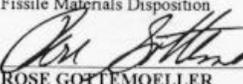
  
 JAY B. HAKES (E1)  
 Administrator  
 Energy Information Administration

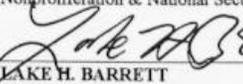
  
 MARY ANNE SULLIVAN (GC)  
 General Counsel

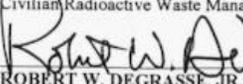
  
 SARAH SUMMERVILLE (ED)  
 Acting Director  
 Economic Impact & Diversity

  
 RICK FARRELL (MA)  
 Director  
 Management & Administration

  
 LAURA S. H. HOLGATE (MD)  
 Director  
 Fissile Materials Disposition

  
 ROSE GOTTEMOELLER (NN)  
 Director  
 Nonproliferation & National Security

  
 LAKE H. BARRETT (RW)  
 Acting Director  
 Civilian Radioactive Waste Management

  
 ROBERT W. DEGRASSE, JR. (WT)  
 Director  
 Worker & Community Transition