

Departmental Administration

Proposed Appropriation Language

For salaries and expenses of the Department of Energy necessary for departmental administration in carrying out the purposes of the Department of Energy Organization Act (42 U.S.C. 7101 et seq.), including the hire of passenger motor vehicles and official reception and representation expenses (not to exceed \$35,000), [\$200,475,000] \$240,377,000, to remain available until expended, plus such additional amounts as necessary to cover increases in the estimated amount of cost of work for others notwithstanding the provisions of the Anti-Deficiency Act (31 U.S.C. 1511 et seq.): *Provided*, That such increases in cost of work are offset by revenue increases of the same or greater amount, to remain available until expended: *Provided further*, That moneys received by the Department for miscellaneous revenues estimated to total [\$136,530,000] \$116,887,000 in fiscal year [1999] 2000 may be retained and used for operating expenses within this account, and may remain available until expended, as authorized by section 201 of Public Law 95-238, notwithstanding the provisions of 31 U.S.C. 3302: *Provided further*, That the sum herein appropriated shall be reduced by the amount of miscellaneous revenues received during fiscal year [1999] 2000 so as to result in a final fiscal year [1999] 2000 appropriation from the General Fund estimated at not more than [\$63,945,000] \$123,490,000. (*Energy and Water Development Appropriation Act, 1999.*)

Departmental Administration

Executive Summary

Support the Departmental Mission

The Departmental Administration Appropriation (DA) funds eleven Department of Energy headquarters offices which provide guidance and support benefitting all operating elements of the Department in such areas as human resources, administration, accounting, budget, legal services, information management systems, life cycle asset management, workforce diversity, policy, congressional liaison, public affairs and contract reform. Their mission is to provide internal and external customers with timely, quality service which facilitates achievement of the Department's goals.

Reinventing Government

This account has undergone radical changes during the last five fiscal years; realizing a 32% decline in federal employment from 1,920 (including the Office of the Secretary) in FY 1995 to 1,297 proposed in the FY 2000 budget. At the same time, the Department has implemented initiatives designed to streamline and provide essential products and services in a more efficient manner. One example of such an initiative is the effort to consolidate the Department's accounting operations; reducing from nineteen centers scattered across the United States, to three centers of excellence, the largest of which is at DOE headquarters. Another example is our effort to consolidate our office space and reduce the number of separate buildings housing DOE headquarters personnel.

Vital Functions Performed

Despite these reductions the Department stands ready to provide essential services to its mission programs, as well as serve the Secretary of Energy and protect taxpayer interests. The following highlights are provided to outline the remaining critical functions and essential services provided by this account. These vital services include:

- Performing strategic planning and implementing management reforms like the Government Performance and Results Act.
- Planning to maximize the value of Departmental assets and revenue from the sale of assets.
- Cooperating with International Energy Consortiums and Interagency review of policies that affect Department of Energy concerns.
- Facilitating communication between the Department and Congress, the Executive Office, State and Local Governments and the public.
- Performing financial and accounting functions including producing audited financial statements.

- Fulfilling the Department's budget mission in terms of timely formulation and oversight of program execution (overhead and uncosted balances)
- Providing effective and timely legal services, counsel, and support to Departmental elements.
- Representing the Department before Federal, State, and other Governmental Agencies and Courts.
- Protect our Intellectual Property associated with patents, invention disclosures, and waiver requests.
- Acting as an honest broker for the Secretary among competing programmatic elements.
- Processing procurement and personnel actions.
- Developing and maintaining Corporate Information Systems and Communication Technology.
- Ensuring the success of the Working Capital Fund by supplying products and services throughout the Department.
- Promoting diversity within the entire Department and throughout the program areas affected by our decisions (including economic impact).

A strong corporate vision helps set the proper priorities to ensure that a program which succeeds in its goals will not fail in its mission. These offices provide a strong internal mechanism to focus program efforts on corporate goals. This is the optimal method of fulfilling our obligations to those who rely on the mission of the Department of Energy.

Program Overview

DOE programs funded in this appropriation are: Office of the Secretary, Policy and International Affairs, Chief Financial Officer, Management and Administration, Congressional and Intergovernmental Affairs, Public Affairs, Field Management, General Counsel, Economic Impact and Diversity, Board of Contract Appeals and Contract Reform and Privatization. Federal support functions include planning and national and international energy policy analysis, environmental policy, budget, accounting, legal, personnel, labor relations, staffing, organizational management, logistical services, printing, information management, contract management and reform, quality management, personal property management, scientific and technical training, congressional liaison, public and consumer outreach, economic impact and diversity, and contract dispute adjudication. Funding includes Departmental Administration employee travel and training, budget and accounting systems, logistical services, automated data processing development and acquisition (non-program specific), equipment maintenance, civil rights, each Departmental Administration sub-program's share of the working capital fund, and capital equipment. Also funds energy and environmental policy studies, public service announcements, newswire services, minority education/business/community support and assistance, and Department-wide technical training development.

Cost of Work for Others

The budget provides for the cost of products and services provided by the field offices and national laboratories for non-DOE users. Work results from revenue programs related to the budgeted mission of DOE or is reimbursable work for state and local entities which are precluded by law from making advance payments. Costs are offset with revenues received from the sale of products or services.

Revenues

The revenues associated with the Cost of Work for Others program support the products and services described above. Miscellaneous revenues come from the sale of by-products that have no cost associated with the Departmental Administration appropriation, but offset the appropriation.

Budget Overview

The FY 2000 request provides \$4.9 million for 40 full time equivalents within the Office of the Secretary, and \$3.2 million for seven full time equivalents within the Contract Reform and Privatization Office. This request also provides \$112.1 million for related salary and benefit expenses for 1,257 full-time equivalent employees for the other organizations within the Departmental Administration Account. The request includes \$3.5 million for travel funding, \$71.2 million for contractual support, and \$18.6 million for program support. Cost of Work for Others and Revenues are budgeted at \$34.0 million and \$116.9 million, respectively. There is a FY 2000 Base Request of \$13.0 million for the Corporate Information Management Program within program support. In addition, a total of \$7.1 million of prior year balances are being utilized in FY 2000 to offset program level for salaries and benefits (\$.5 million) and cost of work (\$6.6 million). The net appropriation request is \$123.5 million.

Program Funding Profile

(dollars in thousands)

Sub-Program	FY 1998 Current Appropriation	FY 1999 Program Level	FY 2000 Budget Request
Office of the Secretary	4,123	5,000	4,940
Personnel Compensation and Benefits	102,695	105,859	112,053
Travel	2,923	2,983	3,465
Other Related Services	70,077	76,485	71,248
Contract Reform	0	3,200	3,200
Program Support	10,490	12,500	18,582
Cost of Work for Others	37,470	44,312	34,027
Subtotal, Dept. Admin. (Gross)	227,778	250,339	247,515
Revenues:			
Associated	-33,279	-46,614	-35,587
Miscellaneous	-57,596	-89,916	-81,300
Subtotal, Revenues	-90,875	-136,530	-116,887
Subtotal, Dept. Admin. (Net)	136,903	113,809	130,628
Use of Prior Year Balances/Other Adjustments ...	-3,623	-2,237	-7,138
Transfer from Other Defense Activities	0	-37,627	0
Total, Dept. Admin.	133,280	73,945	123,490

Organization Funding Profile

(dollars in thousands)

Sub-Program	FY 1998 Current Appropriation	FY 1999 Program Level	FY 2000 Budget Request
Office of the Secretary	4,123	5,000	4,940
Management and Administration	104,657	115,450	114,723
Chief Financial Officer	21,662	23,120	23,792
Field Management	7,954	7,500	8,080
Board of Contract Appeals	703	715	838
Congressional and Intergovernmental Affairs	4,337	4,900	4,910
Public Affairs	3,413	3,500	3,963
General Counsel	19,656	19,892	21,434
Office of Policy	17,800	16,350	20,862
Economic Impact & Diversity	6,003	6,400	6,746
Contract Reform	0	3,200	3,200
Cost of Work for Others	37,470	44,312	34,027
Subtotal, Dept. Admin. (Gross)	227,778	250,339	247,515
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Personnel Compensation and Benefits Profile

(dollars in thousands)

Sub-Program	FY 1998 Current Appropriation	FY 1999 Program Level	FY 2000 Budget Request
Management and Administration	47,017	47,340	49,100
Chief Financial Officer	14,344	15,830	16,502
Field Management	4,297	4,743	5,182
Board of Contract Appeals	509	520	636
Congressional and Intergovernmental Affairs	3,424	4,031	4,060
Public Affairs	2,325	2,494	2,794
General Counsel	15,802	15,746	16,788
Office of Policy	11,423	11,479	13,000
Economic Impact & Diversity	3,554	3,676	3,991
Use of Prior Year Balances	0	-1,412	-466
Total, Dept. Admin.	102,695	104,447	111,587

Travel Profile

(dollars in thousands)

Sub-Program	FY 1998 Current Appropriation	FY 1999 Program Level	FY 2000 Budget Request
Management and Administration	1,652	1,700	1,665
Chief Financial Officer	176	176	196
Field Management	255	255	255
Board of Contract Appeals	6	6	6
Congressional and Intergovernmental Affairs	46	60	60
Public Affairs	67	70	84
General Counsel	128	100	83
Office of Policy	507	500	1,000
Economic Impact & Diversity	86	116	116
Total, Dept. Admin.	2,923	2,983	3,465

Support Services Profile

(dollars in thousands)

Sub-Program	FY 1998 Current Appropriation	FY 1999 Program Level	FY 2000 Budget Request
Management and Administration	19,000	27,000	18,000
Chief Financial Officer	3,555	3,402	3,402
Field Management	1,120	584	725
Board of Contract Appeals	0	0	0
Congressional and Intergovernmental Affairs	0	25	25
Public Affairs	0	0	125
General Counsel	236	496	720
Office of Policy	0	0	0
Economic Impact & Diversity	0	0	0
Total, Dept. Admin.	23,911	31,507	22,997

Other Related Services Profile

(dollars in thousands)

Sub-Program	FY 1998 Current Appropriation	FY 1999 Program Level	FY 2000 Budget Request
Management and Administration	30,488	30,960	32,508
Chief Financial Officer	3,587	3,712	3,692
Field Management	2,282	1,918	1,918
Board of Contract Appeals	188	189	196
Congressional and Intergovernmental Affairs	827	784	765
Public Affairs	971	936	960
General Counsel	3,490	3,550	3,843
Office of Policy	3,620	2,021	3,430
Economic Impact & Diversity	713	908	939
Total, Dept. Admin.	46,166	44,978	48,251

Program Support Profile

(dollars in thousands)

Sub-Program	FY 1998 Current Appropriation	FY 1999 Program Level	FY 2000 Budget Request
Management and Administration			
Scientific and Technical Training	500	450	450
Corporate Management Systems	6,000	8,000	13,000
Subtotal, Human Resources & Administration	6,500	8,450	13,450
Congressional & Intergovernmental Affairs			
Consumer Affairs	40	0	0
Public Affairs	50	0	0
Office of Policy			
Policy Studies	500	350	1,000
Environmental Policy Studies	1,750	2,000	2,432
Subtotal, Office of Policy	2,250	2,350	3,432
Economic Impact & Diversity			
Minority Economic Impact	1,650	1,700	1,700
Total, Dept. Admin.	10,490	12,500	18,582

Office of the Secretary

Mission Supporting Goals and Objectives

The budget submission for the Office of the Secretary provides the Federal staffing resources and associated costs required to provide overall policy direction for the Department of Energy in fulfilling its mission 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 clean up our own facilities, and to support continued United States leadership in science and technology.

Program Goal

Provide leadership to ensure the coordination of the Department of Energy's efforts through:

- *Energy Resources* to promote secure, competitive, and environmentally responsible energy systems that serve the needs of the public.
- *National Security* to maintain the Nation's security, promote international nuclear safety, and reduce the global danger from weapons of mass destruction.
- *Environmental Quality* to 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.
- *Science and Technology* to deliver the scientific understanding and technological innovations that are critical to the success of DOE's mission and the Nation's science base.
- *Corporate Management* to demonstrate organizational excellence in the Department's environment, safety and health practices, communication and trust efforts, and corporate management systems and approaches.

Program Objectives

- Assure adequate and diversified supplies of energy, reduce U.S. vulnerability to disruptions in energy supplies, expand the efficiency and productivity of energy use while limiting environmental impact, and support U.S. energy, environmental and economic interests in global markets.
- Effectively support and maintain a safe, secure, and reliable enduring nuclear weapons stockpile without nuclear testing, replace nuclear testing with a Stockpile Stewardship Program, ensure the vitality of the Department's national security enterprise, reduce nuclear weapons stockpiles and the proliferation threat caused by the potential diversion of nuclear materials, continue leadership in policy support and technology development for international arms control and nonproliferation efforts, and improve international nuclear safety.

- Protect public health and the environment by reducing the environmental, safety, and health risks and threats from DOE facilities and materials, safely and expeditiously dispose of waste generated by nuclear weapons and civilian nuclear research and development program, and develop the technologies and institutions required for solving domestic and global environmental problems.
- Utilize the unique scientific and technological resources of our laboratories and universities to maintain leadership in basic research, increasingly focus applied research and technology development in support of the Department's other business lines, and maintain world technical leadership through long-term systemic reform of science and mathematics education.
- Demonstrate organizational excellence in our environment, safety and health practices, and build communication and trust by delivering on our commitments to Congress, the Administration, stakeholders and customers.
- Provide a safe and rewarding workplace that is recognized for business excellence, and managerial and scientific creativity.

Performance Measures

The Office of the Secretary, through its leadership of the Department, will continue to advance U.S. energy, environmental, economic, and national security. This office will oversee the Department's strategies, commitments, and performance goals outlined in the Department's Strategic Plan, the Performance Agreement between the Secretary and the President, and the Department's Annual Performance Plan.

Significant Accomplishments

Significant accomplishments for the Department are provided in each DOE Program budget submittal.

Funding Schedule

(dollars in thousands, whole FTEs)

	FY 1998	FY 1999	FY 2000	\$ Change
Salaries and Benefits.	3,717	4,194	4,400	206
Travel.	400	800	534	-266
Other Related Expenses.	6	6	6	0
Total, Program Direction.	4,123	5,000 ^a	4,940	-60
FTEs.	28	37	40	3

^aThe Office of the Secretary plans to use \$825,000 of carryover balances to support FY 1999 Operations.

Detailed Program Justification

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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Salaries and Benefits

Salary and Benefits provide funding for staff in the Office of the Secretary, Deputy Secretary and the Under Secretary to cover salaries and wages, overtime pay, cash incentive awards, lump sum leave payments, performance awards, and benefit payments. The Office of the Secretary provides leadership and guidance to the Department's programs which contribute to the Nation by providing technical information and a scientific and educational foundation to achieve: efficiency in energy use, diversity in energy sources, a more productive and competitive economy, improved environmental quality, and a secure national defense. . .

3,717	4,194	4,400
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Travel

The FY 2000 travel request provides funding for the Secretary, Deputy Secretary, Under Secretary, and special assistants to travel both internationally and domestically in support of the Department's missions. Beginning FY 2000, travel costs for the Secretary's security detail will be financed by the Office of Nonproliferation and National Security.

400	800	534
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Other Related Expenses

Other Related Expense provides funding for employee training and development.

6	6	6
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Total, Program Direction.

4,123	5,000	4,940
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Explanation of Funding Changes FY 1999 to FY 2000

FY 2000 vs FY 1999 (\$000)

Salaries and Benefits

- Increase in salaries and benefits associated with the full effect of the FY 1999 pay raise and the partial effect of the FY 2000 pay raise and general pay increases for promotions, within grade increases, and performance awards. +206

Travel

- The travel budget increases slightly to reflect additional travel associated with the Deputy Secretary and the Under Secretary, offset by moving the costs of security related to the Secretary to the Office of Nonproliferation and National Security. -266

Total Funding Change, Program Direction	-60
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Management and Administration

Mission Supporting Goals and Objectives

This budget submission covers the Office of Management and Administration and the Secretary of Energy Advisory Board. The Office of Human Resources and Administration was renamed the office of Management and Administration to reflect more accurately the broad management responsibilities of the office.

The Office of Management and Administration works in partnership with our customers to support the Department of Energy by providing effective corporate management systems and business practices while enhancing the effectiveness and well-being of our employees. We will provide best value, high quality, and timely products and services in the areas of administrative services, human resources and training, information management, corporate performance excellence, procurement assistance, and executive secretariat support.

The Office of the Secretary of Energy Advisory Board administers and coordinates the activities of the Secretary of Energy Advisory Board (SEAB), an external advisory board chartered under the Federal Advisory Committee Act of 1972 (Public Law 92-436). The Board and its subcommittees are the most effective means for the Secretary of Energy to obtain timely, balanced, and independent external advice on issues of national importance related to the missions of the Department of Energy. In FY 1998, five subcommittees conducted open public meeting and reported recommendations to the Board and, in turn, the Secretary of Energy. These subcommittees were: (1) Openness Advisory Panel (ongoing); (2) Laboratory Operations Board (ongoing); (3) Electric System Reliability Task Force (completed in FY 1998); (4) Tennessee Valley Electric System Advisory Committee (completed in FY 1998); and (5) Education Task Force (completed in FY 1999). In addition, the Board plans to establish one or more additional subcommittees in FY 1999.

Program Goal

To continue as a proactive and flexible service team dedicated to helping the Department perform its varied missions more effectively. Working in partnership with our customers, we will strive to continually improve our products and services in ways that support their needs.

Program Objectives

- We will create and maintain efficient corporate management systems that assist the Department of Energy in the accomplishment of its mission.
- We will provide best-value products and services to our customers.
- We will be recognized by our customers as being a Quality organization by emphasizing customer and employee satisfaction, and improved partnerships.

- We will enhance the effectiveness, well being, and satisfaction of MA employees.

Significant Accomplishments and Program Shifts

Taken together, the Offices of Management and Administration and the Secretary of Energy Advisory Board have supported the Department's efforts to reform and modernize corporate management practices in such diverse and high profile areas as the following:

- Downsizing, strategic alignment, and related human resources initiatives;
- Reengineering Headquarters administrative functions through the Working Capital Fund;
- Contract reform and privatization;
- Information technology advances and resolution of the "Year 2000" issues;
- Openness initiative and reduction of the Freedom of Information Act backlog;
- Modernizing DOE systems for document control, personnel functions, and payroll; and
- Productivity advances through rigorous self-assessment practices.

These advances have been sustained, notwithstanding a major downsizing within these offices. From FY 1993 to the present, Federal staffing has been reduced by over 40% -- double the rate of the overall DOE staffing decrease and 50% faster than DOE headquarters. Concurrently, there has been both a major reduction and reconfiguration of budget resources. Overall, including program "customer" funding (now provided primarily through the Working Capital Fund) MA spending in nominal dollars decreased by almost \$50 million from FY 1993 through FY 1997, and real dollar purchasing power decreased by nearly 30% in the same period. Due to creation of the Working Capital Fund for FY 1997 and future periods, the proportion of MA contract dollars that derives from customer decisions quadrupled from 14% in FY 1993 to 56% in FY 1997.

Looking ahead, this budget request is consistent with the following drivers:

- The Department's Strategic Plan (and the MA counterpart thereto);
- The Secretary's Performance Agreement with the President;
- The Secretary's "Workforce 21" initiatives;
- The Department's contract reform objectives
- The milestones for Year 2000 changes in mission critical information systems;
- The Department's FY 1999 appropriation and the FY 1999 Performance Plan associated therewith;
- The November 1998 report to the Congress on the Corporate Management Information Program;
- The Secretary's Openness Initiative; and
- Our December 13, 1998 guidance to customers on Working Capital Fund costs.

Performance Measures

Performance measures for Management and Administration and for the Secretary of Energy Advisory Board are linked to the Department of Energy Strategic Plan, to the performance plan called for by the Government Performance Results Act, and to the Secretary's annual performance agreement with the President. Specific performance measures and their links to the FY 1999 Performance Agreement with the President follow.

External Performance Measures/Accomplishments			
	FY 1998	FY 1999	FY 2000
Use efficient and effective corporate management systems and approaches.	Provided best value, high quality and timely Management and Administration products and services and increased customer satisfaction levels by 5% over the previous year survey results.	Provide best value, high quality and timely Management and Administration products and services so as to sustain a customer satisfaction level of 90%.	Provide best value, high quality and timely Management and Administration products and services so as to sustain a customer satisfaction level of 90%.
Continue to streamline and improve operations, further reduce overhead expenditures, and facilitate additional workforce reductions while aiding affected employees and communities.	Consolidated Headquarters personnel into six locations by the end of FY 1998 and achieved \$3.83 million in savings in rent as forecasted. Achieved staffing level of 10,355 in FY 1998 which was 519 below the end-of-year target of 10,874.	Achieve staffing reduction to meet Departmental target of 10,613 by the end of FY 1999.	Achieve staffing reduction to meet Departmental target of 10,269 by the end of FY 2000.
Improving Human Resource Practices.	Established two training centers of excellence and realized \$3.1 million in savings.	Improve workforce skills and reduce training costs by implementing the FY 1999 milestones in the DOE Corporate Education, Training, and Development Business Plan.	Improve workforce skills and reduce training costs by implementing the FY 2000 milestones in the DOE Corporate Education, Training, and Development Business Plan.
Improving Human Resource Practices.	Hired 40 welfare to work recipients through the end of FY1998.	Continue hiring welfare to work recipients to achieve the Presidential goal of 55, 40 of whom will be hired by the end of FY 1999.	Continue hiring welfare to work recipients to achieve the Presidential goal of 55 by FY 2000.
Ensure that DOE employees are appropriately trained and technically competent commensurate with their ES&H responsibilities.	Met the Technical Qualifications Standards requirements and issued a revised Implementation plan for DNFSB Recommendation 93-3.	Improve Federal technical workforce capabilities at defense sites by implementing the FY 1999 milestones of the Revised Implementation Plan for DNFSB Recommendation 93-3.	Improve Federal technical workforce capabilities at defense sites by implementing the FY 2000 milestones of the Revised Implementation Plan for DNFSB Recommendation 93-3.

External Performance Measures/Accomplishments			
	FY 1998	FY 1999	FY 2000
Improving Human Resource Practices.	Implement a DOE-wide employee-accessible automated personnel system by December 1998.	Implement a DOE-wide employee-accessible automated personnel system by December 1998. Reengineer the DOE awards process for Headquarters On-the-Spot and Special Act awards, and reengineer the Training Administration function.	Increase the electronic transfer of personnel documents through implementation of paperless workflow in CHRIS, reducing personnel paper transactions by 15%.
Ensuring DOE information systems are based on cost-effective technology solutions.	Implemented a five-year information management strategic plan and annual operational plans linked to the budget process. Initiated a Configuration Control Board pilot in Defense Programs. Exceeded the Departmental goal by increasing the number of DOE organizations that rely on the Paperless Directives System to 89%. Completed an acceleration plan for all mission-critical systems to achieve Year 2000 compliance by March, 1999.	Develop annual operational Information Management plan linked to the budget process. Continue to improve infrastructure to allow accessing and sharing information easily and seamlessly across the DOE complex. Implement all FY 1999 milestones for year 2000 changes for mission-essential systems.	Develop annual operational Information Management plan linked to the budget process. Continue to improve infrastructure to allow accessing and sharing information easily and seamlessly across the DOE complex.
Ensuring DOE information systems are based on cost-effective technology solutions.	Completed Corporate Management Information Program (CMIP) report to Congress March 1998.	Develop the Corporate Management Information Program (CMIP) reports to Congress.	Develop the Corporate Management Information Program (CMIP) reports to Congress.

External Performance Measures/Accomplishments			
	FY 1998	FY 1999	FY 2000
Continue to streamline and improve operations, further reduce overhead expenditures, and facilitate additional workforce reductions while aiding affected employees and communities.	Achieved \$61 million in information technology cost avoidances over five years through improved technology.	Achieve \$65 million in further cost avoidances in information architecture and large scale procurements. Continuously evolve the Department-wide information architecture with supporting standards to foster \$100 million in cost avoidances by FY 2003.	Achieve \$58 million in further cost avoidance through improved information technology.
Improving communications with customers and public.	Significantly improved the World Wide Web Home Pages and totally revamped the DOE Home Page. Visits increased by nearly 40%.	Improve the quality and volume of information on DOE's World Wide Web site and demonstrate user-interest through higher numbers of home page visits each year.	Annually improve the quality and volume of information on DOE's World Wide Web site and demonstrate user-interest through higher numbers of home page visits each year. Continue to enhance information security throughout the Department to minimize vulnerabilities and protect the nation's infrastructure.
Use prudent contracting and business management practices.	Major management contracts were converted to performance-based management contracts as extended or competed consistent with objectives. Service contracts converted to performance based contracts consistent with schedule. Automated system to track and measure contractor performance completed and deployed.	Develop fully integrated program of performance objectives and measures for major management contracts consistent with DOE performance based management concepts. 100% of the Department's M&O/M&I contracts will conform to the DOE Contract Reform objectives. Converting all management and operating contracts awarded in FY 1999 to performance-based management contracts.	Converting all management and operating contracts awarded in FY 2000 to performance-based management contracts.

External Performance Measures/Accomplishments			
	FY 1998	FY 1999	FY 2000
Use prudent contracting and business management practices.	Comprehensive review of Department of Energy Acquisition Regulations for management and operating contracts completed. Agenda for FY 1999 modifications completed.	<p>Modify Department of Energy Acquisition Regulations to comport with the results of the review.</p> <p>Award 50 percent of all management and operating contracts including 3 M&O contracts that will change to Federal Acquisition Regulation contracts during FY 1999 using competitive procedures.</p>	
	Contracting workforce development program completed.	Expand professional development and certification programs to acquisition-associated professional fields.	95% of contract professionals will be certified under DOE professional development standards.
	Cycle times for priority procurement process reduced by 30 - 60%. Target met or exceeded.	Develop and install electronic procurement systems for paperless procurement action processing, web-enabled past performance database, and electronic commerce system for purchases under \$25,000.	<p>Maintain and operate electronic procurement systems installed through FY 1999 to accomplish the following:</p> <ul style="list-style-type: none"> ■ industry interactive procurement processes; ■ electronic procurement system for purchases under \$25,000; and ■ paperless procurement action processing system.
		Award 50% of all service contracts in FY 1999 as performance-based contracts.	Award approximately 50% of service contracts as performance-based contracts.
Continue to streamline and improve operations, further reduce overhead expenditures, and facilitate additional workforce reductions while aiding affected employees and communities.	Technical and support service contract obligations reduction target of \$610 million exceeded by 20%.	Reduce support service contracting obligations below \$610 million in FY 1999.	Reduce support service contracting obligations below \$610 million in FY 2000.

External Performance Measures/Accomplishments			
	FY 1998	FY 1999	FY 2000
Use efficient and effective corporate management systems and approaches.	Implemented DOCS in the Executive Secretariat and one-stop in all program offices. Baselined executive document management cycle-time and responded to customer feedback. Improved customer satisfaction rate for executive document management by 5%.	Implement DOCS to two or more levels in several program offices. Monitor executive document management cycle-time, reduce cycle-time by 5% and sustain or improve customer satisfaction rate for executive document management.	Continue implementing DOCS to two or more levels in several program offices. Continue monitoring executive document management cycle-time and customer satisfaction to sustain or improve customer satisfaction with executive document management.
	Continued use of DOECAS T for Secretary of Energy communication to employees and improved customer satisfaction by 5% based on MA customer survey.	Continue high-speed, low cost DOE-wide communication using DOECAS T system, measured by estimated cost avoidance and a sustained level of customer satisfaction.	Continue high-speed, low cost DOE-wide communication using DOECAS T system, measured by estimated cost avoidance and a sustained level of customer satisfaction.
Improving communications with customers and public.	Established electronic FOIA (EFOIA) requirements and implemented EFOIA homepage site that includes on-line access to reading room material, and other DOE records. Published Privacy Act system notice to delete obsolete systems of records. Added two program offices to the centralized requests processing project. Reduced backlog of pending requests by 15% and average case age by 15%.	Fully implement EFOIA. Reduce backlog of pending requests by 10% and average case age by 15%.	Fully automate FOIA program using corporate solution approach. Continue to reduce backlog by 10% and average case age by 10%.
Improving Managerial Performance and Accountability	Using the Malcolm Baldrige, President's, or Energy Quality Award Criteria, demonstrated continuous organizational improvement by improved self-assessment scores.	Use the Malcolm Baldrige, President's, or Energy Performance Excellence Award Criteria to measure customer satisfaction, employee satisfaction, and the achievement of business results.	Use the Malcolm Baldrige, President's, or Energy Performance Excellence Award Criteria to measure customer satisfaction, employee satisfaction, and the achievement of business results.

External Performance Measures/Accomplishments			
	FY 1998	FY 1999	FY 2000

Secretary of Energy Advisory Board

Improving the management of the laboratories to enhance the delivery of leading-edge science and technology at reduced costs.

Continued to assess ways of improving R&D management, reducing R&D management costs, and reducing R&D overhead costs by:

Completed a study of the missions and effectiveness of the Department's small laboratories and reporting to SEAB; Completed a study of peer review as a means of ensuring excellence in R&D and reporting to SEAB; Updated and analyzed information on laboratory productivity metrics and reporting to SEAB; and Supported the Department's "road map" planning efforts involving program offices and laboratories.

Conduct a review and assessment of the linkage between the Department's missions and programs.

Conduct a review and analysis of the Department's planning and management processes and their links to the R&D portfolio.

Conduct a review of laboratory performance measures and their appropriateness to laboratory R&D.

Conduct a review and analyze the effectiveness of contractual and field oversight.

Track implementation of recommendations resulting from FY 1999 activities.

Identify further refinements to improve cost effectiveness and enhance the contributions of the laboratory system to the Department's missions.

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

Continued to address classification/declassification policy and openness issues by reporting to SEAB on:

Assessing document imaging technology to expedite document declassifications;

Assessing the use of technology to address key records management issues impacting openness; and

Assessing the Department's implementation of the Fundamental Classification Policy Review.

Reviewed site-accessibility issues.

Engage representatives from communities in which the Department has facilities in a series of discussions of the Department's role as a neighbor. Report to the Secretary on the status of relations with these communities.

Continue to oversee the implementation of openness and classification and declassification policies and procedures by:

Review and analysis of ways to utilize technology to improve the outputs of declassification and the accessibility of records; and Review and assessment of the Department's implementation of the Fundamental Classification Policy Review and Final Rule (10 CFR 1045 § 1046.6).

Engage representatives from communities in which the Department has facilities in a series of discussions of the Department's role as a neighbor. Report to the Secretary on the status of relations with these communities.

Continue to oversee the implementation of openness and classification and declassification policies and procedures.

External Performance Measures/Accomplishments			
	FY 1998	FY 1999	FY 2000

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

Continued to address institutional, technical, and policy issues and contribute to electric system restructuring legislation by developing letter reports on:

Technical issues in transmission system reliability;

Interrelationships between industry, state, and Federal reliability organizations;

Reliability enforcement authorities; Adequacy of generation and support services; Financial incentives for reliability. To be completed in FY 1998.

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

The Tennessee Valley Electric System Advisory Committee will address the following major topics regarding the Tennessee Valley Authority in their final report: Regulation and Jurisdiction; Mission; Competition. To be completed in FY 1998.

Ensure the vitality of DOE's national security enterprise by ensuring sufficient scientific and technical personnel.

The Task Force on Education was formed in FY 1998 to advise SEAB on ways to make the Department's scientific, technical and supercomputing capabilities more available to our Nation's schools, colleges and universities, and to provide recommendations on how the Department can best enhance science, technology, engineering and mathematics education in the United States.

Complete the task force final report and submit final recommendations to the SEAB. To be completed in FY 1999.

External Performance Measures/Accomplishments		
	FY 1998	FY 1999

Deliver leading-edge technologies that are critical to the DOE mission and the nation.

Initiate one of two new Task Forces to assess the key policy and institutional issues critical to the Department's missions, to include:

A task Force to review fusion energy technologies, both inertial and magnetic, to assess the appropriate balance among these concepts to provide the scientific basis for an informed selection of the best option for development. To be completed in FY 1999

Initiate one of two new Task Forces to assess key policy and institutional issues critical to the Department's missions.

Funding Schedule

(dollars in thousands, whole FTEs)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Salaries and Benefits	47,017	47,340	49,100	1,760	3.7%
Travel	1,652	1,700	1,665	-35	-2.1%
Support Services	19,000	27,000 ^a	18,000	-9,000	5.9%
Other Related Services	30,488	30,960	32,508	1,548	5.0%
Total, Program Direction	98,157	107,000	101,273	-5,727	-5.4%
Full Time Equivalents	607	598	592	-6	-1.0%

^a Includes \$10,000,000 in accordance with P.L. 105-277 for emergency expenses related to Year 2000 conversion of federal information technology systems.

Other Related Expenses

(dollars in thousands)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Working Capital Fund	20,000	20,000	20,000	0	0%
Capital Equipment	1,430	1,430	1,430	0	0%
Other	9,075	9,530	11,078	1,548	16.2%
Total, Other Related Expenses	30,505	30,960	32,508	1,548	5.0%

Management and Administration Program Support

Program Mission

Program Support includes funding for the Scientific and Technical Training Program and the Corporate Management Information Program (CMIP).

The Scientific and Technical Training Program provides DOE-wide training standards and guidelines, and advanced learning technologies, such as automated course catalogues, video and computer training methods, and distance learning. Includes funding for coordination and assessment of the implementation of Defense Nuclear Facilities Safety Board training, education, and development recommendations.

CMIP, a seven-year, \$102 million investment initiative to replace major outdated DOE corporate systems provides a disciplined and cost-effective way to modernize a wide range of DOE business systems in a coordinated manner that reflects use of emerging technologies.

Program Goal

We will create and maintain efficient corporate management systems that assist the Department of Energy in the accomplishment of its mission.

Program Objectives

This program was first funded in FY 1998 and includes the following major corporate initiatives which will continue over the next six years at a planning level of \$102 million:

- Corporate Human Resources Information System (CHRIS);
- Corporate Business Management Information System-Financial Management (BMIS);
- Corporate Technology Supported Learning;
- Procurement Systems Modernization;
- Information Architecture, Capital Planning and Investment, and Strategic Information Management;
and
- Infrastructure and Telecommunications Improvements.

Funding Schedule

(dollars in thousands)

Program Support	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Scientific and Technical Training	500	450	450	0	0.0%
Corporate Management Information	6,000	8,000	13,000	5,000	62.5%
Total, Management and Administration	6,500	8,450	13,450	5,000	59.2%

Detailed Program Justification

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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Scientific and Technical Training

Implement the FY 2000 milestones of the Revised Implementation Plan for DNFSB Recommendation 93-3; provide DOE-wide training standards and guidelines, advanced learning technologies and continued support for the Federal Technical Capability Program.

500	450	450
500	450	450

Total, Scientific and Technical Training

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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Corporate Management Information Program

■ Corporate Human Resources Information System (CHRIS)

- ▶ Maintain CHRIS in a full production environment for personnel action processing as official personnel system of record.
- ▶ Support the re-engineering of additional human resource services at Headquarters and in the field.
- ▶ Implement additional human resource functions to meet identified needs of stakeholders and customers to assist them in the efficient conduct of their business.
- ▶ Successfully upgrade PeopleSoft HRMS from release 7.0 to release 8.0 (two release upgrade) to ready the system for integrated testing of HRMS and Payroll/Time and Labor.
- ▶ Expand DOE Employee Self-Service to provide additional information and services to employees and managers at the desktop.

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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- **Corporate Business Management Information System-Financial Management (BMIS)**
 - ▶ Purchase of commercial off-the-shelf core financial system software, minimal implementation and integration services, and training sufficient to support two pilot sites.
 - ▶ Acquisition and installation of the hardware and utility software required to support the pilot project.
 - ▶ Expansion of the Financial Data Warehouse and the Corporate Executive Information System which will serve as the principal reporting tools for the new system.

- **Corporate Technology Supported Learning (TSL)**
 - ▶ A comprehensive assessment of TSL training needs.
 - ▶ Infrastructure analysis and design.
 - ▶ Purchase and installation of hardware, equipment and net server software.
 - ▶ Purchase of network services.
 - ▶ conducting system tests.

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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■ **Procurement Systems Modernization**

- ▶ Industry Interactive Procurement Process involves the electronic issuance of requests for proposals to offerors, offeror submission of proposals, electronic distribution and evaluation of those proposals, and interactive communication with offerors during the negotiation process.

Complete testing at Headquarters, including testing with volunteer companies.

Registration of companies within the system.

Training of Federal personnel Department-wide.

Development of DOE wide requirements.

Programming changes to meet DOE wide requirements.

Installation and testing a selected field offices.

Roll out to major procurement offices.

- ▶ Electronic Procurement System for purchases under \$25,000 - this integrated, Web-based operational electronic simplified acquisition system allows users to request to purchase goods, secure supervisory approvals, commit funds, issue solicitations and /or orders to vendors, and approve invoices for payment.

Continue to roll out system to DOE procurement offices and Headquarters staff offices, which involves system set up and training of Federal personnel.

Operate the system Department wide, involving maintenance of the DOE gateway and hub through which all communications travel, and continual vendor registration in system.

Modify the system as users identify enhancements needed.

Complete the programming, testing and implementation of the invoice approval process.

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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- ▶ Paperless procurement action processing system involves the electronic creation of a procurement request, for actions over \$25,000, by a program office, routing for approvals, securing funding commitments, and transmitting the procurement request to the procurement office.

Complete development, testing and implementation at Headquarters with EE.

Identify and train other Headquarters offices and install and test system with those offices.

Maintain and operate the system.

Develop DOE wide requirements.

Programming changes to meet DOE wide requirements.

Installation and testing at selected field offices.

Roll out to field offices.

■ **Information Architecture, Capital Planning and Investment and Strategic Information Management**

- ▶ Conduct cross program/site architectural analysis and updates to the Departmental Information Architecture.
- ▶ Continue implementation of the Departmental Capital Planning and Information Technology Investment process at a slow pace.
- ▶ Conduct one Strategic Information Management process.

■ **Infrastructure and Telecommunications Improvements**

- ▶ Continue network upgrades and work on priority projects to bring our telecommunications infrastructure up to required level complex-wide and strengthen the security of this critical component of the infrastructure.

Total, Corporate Management Information Program	6,000	8,000	13,000
Total, Management and Administration	6,500	8,450	13,450

Explanation of Funding Changes from FY 1999 to FY 2000

FY 2000 vs. FY 1999 (\$000)

Corporate Management Information Program

■ Increase in Corporate Management Information Program is due to contractual requirements for the on-going development of the Business Management Information System	+5,000
Total Funding Change, Management and Administration	+5,000

Chief Financial Officer

Mission Supporting Goals and Objectives

Mission Statement: *The mission of the Department of Energy's financial management community is to administer the Department's financial operations and to ensure their integrity.*

Functional Responsibilities

The Office of Chief Financial Officer (CFO) provides centralized direction and oversight of the full range of financial activities including: responsibility for the Department's budget formulation, presentation and execution; Department-wide oversight of the requirements of the Federal Managers' Financial Integrity Act (FMFIA); Departmental accounting and financial policies, procedures and directives; operation and maintenance of the Department's payroll system and financial information system/Standard General Ledger; and, performance of financial management functions (accounting, cash management, and reporting). In addition to these Department-wide responsibilities for Headquarters offices, the CFO performs selected financial management functions for field locations; provides oversight of financial operations for the Naval Petroleum Reserves in California and Wyoming; and acts as an Accounting Service Center for six DOE offices. The CFO is also responsible for financial performance based oversight activities within the Department. In all, this office supports the financial needs of a \$17 billion enterprise with 16,800 federal employees and 105,000 contractor employees.

Strategic Plan

The CFO Strategic Plan presents a vision of the Department of Energy as a leader in the field of financial management, ranked among the best in government and industry and committed to enhancing its quality. The financial management community needs to be an integral part of the Department's decision making process. Our Strategic Plan is an attempt to develop a long-term perspective that aligns the financial management program with the Department's program missions as partners in a constantly changing environment. To make this vision a reality, the CFO is focusing on five major thrust areas: **Financial Stewardship, Full Partnership, Customer Orientation, Human Resource Management, and Technology/Information Architecture.** CFO Strategic Plan supports the Department's strategic goals as promulgated in the Department's Mission Statement and Strategic Plan. The Core Values of the Department are reflected in our goals and objectives. Sound financial management is essential to accomplishing the Department's goals.

Critical Items/ Success Factors

CFO efforts to improve financial management at the Department support the Secretary's business line goal for Corporate Management: organizational excellence in corporate management systems and approaches. CFO activities ensure the Congress, the Administration, and by extension the American Taxpayer, that the Department is pursuing program goals while maintaining financial stewardship of their funds.

Financial management at the Department operates in an environment of Government-wide efforts to improve financial management and implements legislative and administrative provisions which stress the need for change. CFO performance in producing Audited Financial Statements, performance based budgets (GPRA), and the Corporate Executive Information System maintains our record of sound financial management. Equally important are efforts to implement a paperless travel process and expand electronic funds transfers, efforts to consolidate accounting centers, participation in Business Management Oversight Process (BMOP) headquarters oversight of field operations, and the Department's efforts to control and manage uncosted balances, construction project balances, and functional support costs. The CFO is making meaningful progress in upgrading and modernizing our financial systems with a view toward outsourcing services and purchasing commercial off the shelf (COTS) software where practical.

As a Result of CFO Efforts

Efforts during FY 2000 will result in the continued production of credible financial reports, performance based budgets, improved budget presentations, heightened responsiveness to the OMB and Congress, and better communication with stakeholders. Accounting initiatives will increase efficiency while sustaining timely payments. Information Management efforts will result in modernizing our business management systems, timely reporting, data integrity and improved decision-making tools. Human Resource initiatives will ensure equal opportunity, improve human relations, develop financial management professionals, and expand opportunities for CFO staff. We expect to expand our awareness of customer needs through customer service training, a revised customer service plan, and customer satisfaction surveys.

In addition to these important initiatives, the CFO provides financial services and products essential to sound financial management at the Department. Budget review, funds control, and budget execution are examples of financial services. Other financial services include: program liaison, financial policy and budget consultations, travel and payroll services, and financial systems operations and maintenance. Financial products include: budget requests, reprogramming requests, financial reporting, and analyses. A majority of CFO resources are committed to producing these ongoing financial products and services.

Corporate Financial Systems

Funding for the next generation Business Management Information System (BMIS), which includes the Corporate Executive Information System (EIS) and Financial Data Warehouse (FDW), is sought as part of the Corporate Management Information Program (CMIP) in the Office of Management and Administration, Chief Information Officer, program support request within the Departmental Administration budget request. This activity will be performed under the direction of CFO systems managers. The EIS and FDW will provide an effective means of capturing and integrating data and making business information available to executives, managers, and staff to support the decision making process and achieve the goals put forward in GPRA. The FY 2000 accomplishments will include: acquisition of COTS accounting software, hardware, programming to meet statutory and regulatory requirements, minimum interfaces to other systems, training, and other costs necessary for the pilot implementation. While these funds are not part of this justification, they will be managed by the CFO and are critical to financial management at the Department.

Performance Measures

- Submit an Accountability Report by March 1, 2000 which combines the FMFIA Report, and the CFOs Act Annual Report (including audited financial statements for FY 1999 performance) with other reports required by the Inspector General Act and the GPRA which will result in a more streamlined and consistent Departmental Report.
- Expand the use of Intranet and Internet websites to reduce the requirements for paper reports, approval signatures, leave and earnings statements and facilitate paperless financial processes and increasing customer access by 25%.
- Expand the development and use of web-based applications by 20% to facilitate standardized access for data entry and reporting capabilities.
- Analyze the costs and benefits to the Department of outsourcing payroll operations including payroll systems operations and maintenance completed by September 2000.
- Obtain Treasury's approval through the Department's General Counsel to close out petroleum price violation receivables pursuant to Section 2B of Emergency Petroleum Allocation Act of 1973, where possible, by September 2000.
- Submit a performance based budget to Congress on time and with adequate support.
- When providing the Congressional budget and supporting documents to stakeholders and the public, increase the use and timeliness of materials available as electronic media, computer compact disk, or on the Internet.
- Improve linkage between the goals of the Department's strategic plan, annual performance plan, and resources requested in the budget. This will reduce the time necessary to analyze the impact of changes to funding or, alternately, changes in strategic policy.
- Maintain a 95% prompt payment percentage and make 95% of commercial payments by way of Electronic Funds Transfer for FY 2000, meeting the targeted goal for the Department.
- Conduct two business management oversight reviews of Field Office financial activities.
- Maintain and reduce uncosted balances as a percent of total available to cost.
- Maintain and reduce unobligated balances as a percent of total obligational authority.
- Maintain and reduce functional support costs as a percent of total costs.
- Ensure that no IG or GAO audit recommendations remain open more than one year without a management decision.
- Continue efforts to identify information requirements for the Executive Information System and implement a minimum of two new business areas in FY 2000.
- Continue efforts to expand the data captured and stored in the Financial Data Warehouse and increase the user base by 20%.
- Implement the Business Management Information System (BMIS) to replace our core accounting system on a pilot basis at one accounting service center and two satellite sites to test software functionality and interfaces with other Departmental systems.

- Standardize accounting among the three finance service centers by September 2000, facilitating any future decision to further consolidate functions or service centers for the Department. This effort is performed in concert with process improvement efforts related to the BMIS project.

Funding Schedule

(dollars in thousands, whole FTEs)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Headquarters					
Salaries and Benefits	14,344	15,830	16,502	+672	+4.2%
Travel	176	190	196	+ 6	+3.2%
Support Services	3,555	3,555	3,555	0	0%
Other Related Expenses	3,587	3,545	3,539	-6	-0.2%
Subtotal, Program Direction	21,662	23,120	23,792	+672	+2.9%
Use of Prior Year Balances		-770 ^a	-466 ^b	+304	+39.5%
Total Program Direction	21,662	22,350	23,326	+976	+5.1%
Full-Time Equivalents	199	208	208	0	0%

^aThe Chief Financial Officer plans to use \$770,000 of carryover balances to fully fund a staffing level of 208 FTEs.

^bThe Chief Financial Officer plans to use \$466,000 of carryover balances to offset FY 2000 program requirements.

Detailed Program Justification

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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Salaries and Benefits

Provides funding in FY 2000 for 208 full-time-equivalent employees to include salaries, overtime, incentive awards, lump sum leave, SES and other performance awards, payments on behalf of employees, payments to funds such as unemployment compensation and buyouts. CFO staff serves many customers in a wide range of products and services. Within the Department we provide customers with financial services ranging from travel and payroll services for employees to financial reporting for program evaluation. We prepare and execute the Department's budget and interpret and enforce the Department's financial policies. Outside of the Department we serve other federal agencies including the General Accounting Office, Treasury, and Office of Management and Budget. The CFO represents the Department's financial interests with Congress and responds to significant financial legislation beginning with the CFO Act of 1990. Overall the CFO contributes a financial perspective to Departmental decision making

	14,344	15,830	16,502
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Travel

Funds staff travel for Department-wide and CFO activities including travel associated with the Department's initiatives related to a new core accounting system, a new payroll system, oversight activities, and budget validation studies.

	176	190	196
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FY 1998	FY 1999	FY 2000
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Support Services

Funds financial system operations, maintenance and development and minimal financial technical support . . .

3,555 3,555 3,555

FY 1998	FY 1999	FY 2000
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Technical Support

Budget and Program Liaison Support 377 377 377

Accounting Handbook and Actuarial Support 100 100 100

Subtotal, non ADP Support 477 477 477

ADP Support

Financial management systems (DISCAS, (MARS, FIS) 949 700 700

Maintenance and Enhancement of budget systems 799 300 300

Mainframe/LAN support 1,160 1,250 1,250

Small Department-wide management systems 115 828 828

Support for data entry, validation, and report generation 55 0 0

Subtotal, ADP 3,078 3,078 3,078

Total, Support Services 3,555 3,555 3,555

FY 1998	FY 1999	FY 2000
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Other Related Expenses

Funds training, and items purchased from the working capital fund, for example, rent, telephones, and supplies and computer purchases not considered support services .

3,587 3,545 3,539

	FY 1998	FY 1999	FY 2000
Training	127	121	134
Working Capital Fund	2,428	2,293	2,405
Payroll Initiatives	323	0	0
Other	286	239	108
Subtotal, non ADP	3,164	2,653	2,647
ADP Support			
Mainframe/LAN Hardware/Software	459	479	479
Software Maintenance	288	358	358
Timeshare	126	55	55
Total, ADP	873	892	892
Subtotal, Other Related Expenses	4,037	3,545	3,539
Use of Prior-Year Balances ^c	450	0	0
Total, Other Related Expenses	3,587	3,545	3,539

Use of Prior-year balances	0	-770	-466
Total, Program Direction	21,662	22,350	23,326

^c Uncosted balances used to finance FY 1998 ADP activity.

Explanation of Funding Changes FY 1999 to FY 2000

FY 2000 vs FY 1999 (\$000)

Salaries and Benefits

- The increase of \$672 k in personnel compensation and benefits primarily reflects an increase due to a cost of living adjustment and base pay adjustment due to the partial effects of the FY 1999 and FY 2000 pay raises..

+ 672

General Management

- General Management: Travel requirements increase \$6 k due to CFO initiative to challenge budget estimates and implementation of new corporate systems for accounting and payroll. Training increases by \$13 k due to implementation of new corporate financial and payroll systems. The WCF increases \$112 k offset by a decrease in Other (eliminate HHS agreement with a new Treasury ASAP system) of -\$131 k. Inflation is offset by other contractual efficiencies.

0

Total Funding Change, Program Direction.	+ 672
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Board Of Contract Appeals

Mission Supporting Goals and Objectives

The Board of Contract Appeals is an administrative tribunal, responsible to the Secretary and under law for the fair and impartial trial and adjudication of a variety of disputes. With few exceptions, these disputes are related to the Department's acquisition and financial assistance programs. The Board exercises an array of statutory and delegated authorities. Board decisions constitute final agency decisions and are not subject to administrative review or modification. The Board also serves as the principal source of neutrals for acquisition and financial assistance related mediation and other alternative dispute resolution procedures.

The goal of the Board of Contract Appeals is to provide to the fullest extent practicable, informal, expeditious and inexpensive resolution of contract and financial assistance related disputes pursuant to the Contract Disputes Act of 1978, the Alternative Disputes Resolution Act, and other authority. The objectives of the office include: contribute to mutually beneficial relationships between the Department and its contractors and financial recipients; hear and decide disputes or resolve them through alternative means, vindicating the Department's and the contractor's or recipient's contractual expectations in an expeditious, economical, fair and impartial manner; and advance the implementation of alternative disputes resolution procedures; contract disputes resolution without trials and decisions saves substantial public and private resources in appropriate cases.

Performance Measures

- Under delegated authority from the Secretary, provide alternative dispute resolution services to cost-reimbursement contracts.
- Implemented fact-finding authority for debarments.
- Executed a Memorandum of Understanding with the U.S. Securities and Exchange Commission to act as their agency Board of Contract Appeals.
- Continue to assess benefits of expanded mediation of disputes at the subcontract level in cost-reimbursement contracts.
- Continue Board-provided alternative dispute resolution through standardized provisions in cost-reimbursement contract solicitations.

Funding Schedule

(dollars in thousands, whole FTEs)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Salaries and Benefits	509	520	636	+116	+22.3%
Travel	6	6	6	0	0
Support Services	0	0	0	0	0
Other Related Expenses	188	189	196	+7	+ 3.7%
Total, Board of Contract Appeals	703	715	838	+123	+17.2%
Full-Time Equivalents	4	5	5	0	0

Detailed Program Justification

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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Salaries and Benefits

Salaries and Benefits provide funding for full-time permanent and other than full-time permanent employees in the following classes: salaries and wages, overtime pay, cash incentive awards, lump sum leave payments, Senior Executive and other performance awards, and payments to funds for the benefit of employees for workman's compensation payments

509 520 636

Travel

Travel funding for staff to conduct trials, mediations/ arbitrations, typically at courthouses and other neutral sites and for employee training travel

6 6 6

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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Other Related Expenses

Other Related Expenses include funding for employee training and development and funding to support the Working Capital Fund for rental space, telecommunications, utilities and miscellaneous charges, printing and reproduction, other services (e.g. tuition, experts, neutrals, etc.), operating and maintenance of equipment, purchase of goods and services through government counts, supplies and materials, and equipment.

Common administrative services financed through the Working Capital Fund are included in this category

188 189 196

Total, Program Direction

703 715 838

Explanation of Funding Changes from FY 1999 to FY 2000

FY 1999 vs. FY 2000 (\$000)

Salaries and Benefits

- Increase in salaries and benefits is due to general pay increases, promotions, and within-grade increases

+116

Other Related Expenses

- Increase in Other Related Expenses due to general rise in price levels for Working Capital Fund.

+7

Total Funding Change, Program Direction

+123

Other Related Expenses

(dollars in thousands)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Training	1	1	1	0	0.0%
Working Capital Fund					
Rental Space	169	173	176	+3	+1.8%
Printing and Reproduction	8	8	8	0	0.0%
Utilities	4	5	6	+1	20.0%
Supplies/software maintenance/other	6	2	5	+3	+150.0%
Subtotal, Working Capital Fund	187	188	195	+7	+3.7%
Total, Other Related Expenses	188	189	196	+7	+3.7%

Field Management

Mission Supporting Goals and Objectives

The Office of Field Management is responsible for the managerial oversight of the Department's eight Operations Offices and two Field Offices and provides specialized technical support to enhance the stewardship of the Department's facilities, major projects, and infrastructure. As a corporate integrator, Field Management's role is to foster communications that strengthen the Headquarters/Field relationship, establish consistent approaches that cut across programmatic lines, create practical business management solutions for operational issues within the Department, and advocate continuous improvement techniques. The Federal Staff and related costs associated with fulfilling Field Management's responsibilities are funded by program direction resources.

Significant Accomplishments

- In January 1998, DOE executed the first Contract for Sale covering an entire site - Mound. This action sets the pace for similar innovative sale and lease transactions which respond to the marketplace, encourage economic development, and ultimately reduce the Department's landlord costs. Innovation and inventiveness are now key to a successful real estate program in FY 1998 and beyond.
- Starting in FY 1998, deferred maintenance and maintenance data will be captured in the Facility Information Management System, the Department's corporate real property and facility database. An excess facility designator feature will also be added. This will enable the Department, for the first time, to analyze its facility maintenance expenditures on a building-by-building basis and thus help identify areas to reduce landlord costs.
- Deferred maintenance costs will be reflected in the Department's FY 1998 audited Financial Statements. In support of this effort, maintenance management systems are being evaluated.
- Field Management's technical expertise in utility management continues to contribute to significant cost reductions for field and program elements averaging about \$19 million a year. For example, a consolidation program for natural gas reduced costs by about \$9 million annually, contract negotiations reduced Savannah River electric costs by \$18 million a year and saved \$3.5 million at the Oakland Operations Office.
- Estimated savings and costs avoidance were identified based on value management studies of project acquisitions. Once implemented, the savings realized over the next ten years would be approximately \$97.2 million.
- Integrating systems engineering methods to improve baseline qualities at 13 DOE sites helped Environmental Management identify estimated savings of \$2 billion over ten years.
- Field Management established the Departmental policy that will ensure retention of Facility Representative technical competence during staffing realignments. The Facility Representative Retention Guidance was also issued. This fulfills a DOE Commitment as part of the Defense

Nuclear Facility Safety Board (DNFSB) Recommendation 93-3 Implementation Plan and will maintain day-to-day operational safety at contractor-operated DOE facilities is insured.

- The Lessons Learned INTERNET Homepage was revitalized and an INTERNET Homepage providing information about the Department's Society for Effective Lessons Learned Sharing (SELLS) was established. In addition, the SELLS executive committee was reorganized to improve the operational effectiveness of the organization.
- Under the Business Management Oversight process, an expanded pilot study of headquarters oversight over the federal activities at ten field offices was completed in FY 1998. The next step is to proceed with Department-wide implementation. The estimated annual cost savings is \$280,000.
- Field Management established the Departmental policy that will ensure retention of Facility Representative technical competence during staffing realignments. The Facility Representative Retention Guidance was also issued. This fulfills a DOE Commitment as part of the Defense Nuclear Facility Safety Board (DNFSB) Recommendation 93-3 Implementation Plan and will maintain day-to-day operational safety at contractor-operated DOE facilities is insured.
- The project management training course, designed to enhance the knowledge, skills and abilities of the Department's field employees was conducted in FY 1998. The course development was completed in FY 1997 and is designed for those field managers that are responsible for assessing and controlling project risks that impact scope, schedule, and cost baselines.
- A plan to implement the congressionally mandated independent reviews of the Department's project management process was established. This effort was coordinated with the Department's business line programs, the Field, OMB, and Congress.

Performance Measures

- Complete the independent project management reviews and forward the applicable reports and Departmental position papers to Congress.
- Verify progress against establish project scope, schedule, and cost baseline objectives on projects valued at \$5 million or more.
- Define and pursue innovation strategies for promoting mortgage reduction through dispositioning excess property, including real estate, facilities, and material.
- Complete a disposition schedule for all non contaminated real property (including facilities), identified in the Facility Information Management System as "excess" by October 1, 1999.
- Improve Field Element authorized staffing of Facility Representative to 95 percent.
- Establish a clearing house of training courses required for Core Qualification of Facility Representatives by the end of fiscal year 2000.
- Ensure that maximum efficiency, economy, and reliability are achieved and the savings demonstrated as a result of contract negotiations and regulatory interventions, especially with respect to deregulation within the utility industry. Success will be measured by cost avoidance

greater than at least twice the cost of running the program.

Funding Schedule

(dollars in thousands, whole FTEs)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Salaries and Benefits	4,297	4,743	5,182	+439	9.3%
Travel	255	255	255	0	0.0%
Support Services	1,120	584	725	+141	24.1%
Other Related Expenses	2,282	1,918	1,918	0	0.0%
Total, Program Direction	7,954	7,500	8,080	+580	7.7%
Full-Time Equivalents	46	48	48	0	0.0%

Detailed Program Justification

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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Salaries and Benefits

Staffing authorized for FY 2000 is 48. The majority (33 of the 48) provides direct services to the field and the Department by enhancing the stewardship of the Department's facilities, infrastructure, and major projects with respect to real estate matters (including disposition), utilities negotiation, facilities inventory and reporting, contract reform, engineering support, and independent assessment of projects. The remaining 15 positions support operations of the Office itself and oversee the management of the ten field offices under FM's purview. This includes policy development, implementation of corporate initiatives, field liaison support, management of the Senior Executive Service cadre in the field, and resource management (both funding and staffing).

4,297 4,743 5,182

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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Travel

Funds staff transportation to the field sites, enables physical participation on task teams, facilitates conducting training for the field, and hosting conferences that support Departmental initiatives and other areas relative to project management, utility rate negotiations, real estate planning, corporate lessons learned, resource validations, facility representative management, independent costs estimates, and quality assurance. Alternative travel methods, such as TeleVideo conference, have been incorporated into normal business operation. As a result, the request for travel funds remains flatlined to the fiscal year 1997 level.

255 255 255

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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Support Services

Finances the technical expertise, corporate systems, and related expenses associated with life cycle asset management implementation. This “cradle to grave” comprehensive planning approach, will result in assets that are efficiently utilized and maintained in a safe and environmentally responsible manner. In FY 2000, there will be more of an emphasis on training development and refining policy guidance in these core areas: project management, facility maintenance, systems engineering, and value management. The two corporate systems, recognized as the Facility Information System (FIMS) - a real estate inventory system, and the Condition Assessment System (CAS) - a facility maintenance database, collectively have the capability to identify all excess buildings and other structures and the related deferred maintenance costs. Efforts are underway to update the data in each. Such data will enable the Department to target high cost areas for footprint reduction and focus on dispositions that generate the highest mortgage reduction savings.

Beginning in FY 1999 and continuing in FY 2000, the Department is trying to properly align technical support cost with the programmatic missions that receive direct benefit from these efforts. As a result, the primary technical support service costs for real property management and disposal and utility service planning and acquisitions have been extracted from Field Management’s support service line. These costs are embodied within the Department’s programmatic budgets. The workload in both of these areas is expected to increase significantly, especially with the emphasis on the identification and disposal of excess property and the impacts of deregulation within the utility industry.

1,120	584	725
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Other Related Expenses

Provides funding for employee development and training, computer hardware and software in support of the local area network and federal staff desktops, cosponsorships in lessons learned and process improvement initiatives, and items purchased through the Working Capital Fund, e.g. rent, supplies, mail handling, telecommunications, postage, network systems maintenance, contract audits, and payroll outsourcing, etc.

2,282	1,918	1,918
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Total, Program Direction

7,954	7,500	8,080
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Explanation of Funding Changes From FY 1999 to FY 2000

FY 2000 vs
FY 1999
(\$000)

Salaries and Benefits

- Increase in salaries and benefits is due to general pay increases, promotions, and within grades. +439

Support Services

- Increase results from the reduction in technical support services for real estate management and utility management within Field Management's budget and the dedication to develop training courses and refine Departmental guidance for the following:
 - ▶ With the increased emphasis on enhancing the project management implementation within the Department, resources are being dedicated to develop policy, detailed guidance, and training/certification programs, as well as create an automated management database system to tract independent assessment milestones and deliverables.
 - ▶ Each agency is required by Public Law 104-106, Section 4306 to have a value management process in place such that savings and/or cost avoidances are identifiable based on the consistent application of these principles. The initial training course will be developed in FY 1999. In FY 2000, a more advanced class is planned. With the fundamental ground work established, the cost to implement is expected to be less in FY 2000.
 - ▶ Course development and technical support in the deferred maintenance area are planned for FY 2000 to ensure consist data is captured and reported by the Field. This will help ensure that the data reported in the Department's Financial Statements meets commonly accepted accounting practices with respect to facility maintenance activity +141

FY 2000 vs FY 1999 (\$000)

■ **Other Related Expenses**

The net change is zero as a result of the following:

- ▶ The Working Capital Fund decrease is associated with savings resulting from work space consolidations and a re-engineered approach for computer desktop support and maintenance.
- ▶ Field Management is a co-sponsor of the Federal Construction Council. Participation enables the Department to obtain technical expertise regarding industry project management practices and established baselines. A modest \$5,000 increase is anticipated for FY 2000.
- ▶ The increase in information systems supports the acquisition of hardware and software to upgrade Field Management's local area network.

	+0
Total Funding Change, Program Direction	+580

Support Services

(dollars in thousands)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Technical Support Services					
Independent Costs Estimates	579	0	0	0	0.0%
Real Estate Management.	161	259	0	-259	-100.0%
Utility Management	320	0	25	+25	>999
Systems Engineering	0	50	50	0	0.0%
Value Management.	0	50	50	0	0.0%
Deferred Maintenance.	0	0	50	+50	100.0%
Total, Technical Support Services	1,060	359	175	-184	-51.3%
Management Support Services					
Project Management - Studies/Guidance	60	84	175	+91	108.3%
Training and Education - Project Management.	0	50	125	+75	150.0%
Training and Education - Systems Engineering.	0	91	50	-41	-45.1%
Training and Education - Value Management	0	0	50	+50	>999
Training and Education - Deferred Maintenance.	0	0	50	+50	>999
ADP Corporate Systems & Program Support	0	0	100	+100	>999
Total, Management Support Services.	60	225	550	+325	144.4%
Total, Support Services	1,120	584	725	+141	24.1%

Other Related Expenses

(dollars in thousands)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Training	50	50	50	0	0.0%
Working Capital Fund.	1,182	1,340	1,261	-79	-5.9%
Federal Construction Council	60	60	65	+5	8.3%
Program Support.	190	50	50	0	0.0%
Cost Studies	350	0	0	0	0.0%
Information Systems Maintenance and Acquisitions	450	418	492	+74	17.7%
Total, Other Related Expenses	2,282	1,918	1,918	0	0.0%

Congressional & Intergovernmental Affairs

Mission Supporting Goals and Objectives

The mission of the Office of Congressional and Intergovernmental Affairs (CI) is to promote Departmental policies, programs and initiatives through liaison, communication, coordination and interaction with Congress, State, local, and Tribal governments, other Federal agencies, stakeholders, and the general public.

The office is charged with serving the needs of a wide range of customers, including Members of Congress and Committees; State, local and Tribal governments; DOE stakeholders; consumer and public interest groups, and Federal and contractor employees. The mission and its incumbent responsibilities are well served by the office's functioning as a "one stop shop" for information about the Department's energy, national security, science and environmental business lines. The release of timely, factual information and a commitment to creating opportunities for early customer involvement in the Department's decision-making process have contributed to the office's success in fulfilling its mission and achieving its goals and objectives.

The office strives for continuous improvement in its partnerships with constituent groups and stakeholders. These efforts are supported through close collaboration with DOE officials and program staff on the development and implementation of legislative strategies; by communicating DOE's missions and benefits to our primary customers; and through rapid response to our customer's requests for information.

Program Goals

- Embrace the importance of keeping the nation's citizens informed, and provide information to Members of Congress, Committees and staff, State, local, and Tribal officials, American taxpayers; contribute to a broad national understanding of the Department's mission in areas ranging from energy security to economic development and national security; and support the statutory requirements of the DOE Organization Act, Public Law 95-91, to provide liaison between the Department, Congress, and the general public.
- Build trust and ensure public understanding of the importance of Department of Energy (DOE) policies, programs, and initiatives.
- Comply with DOE's Acquisition Regulation which directs this office to advise Members of Congress regarding pending awards that have an impact upon the Members' State/District.
- Communicate to all of our customers through its work advising and coordinating with program offices on matters relating to congressional, intergovernmental, and tribal, and other outreach activities. In doing so, we deliver on our commitment to a policy of openness and accessibility.

- Provide timely, responsive information in anticipation of customer needs and targeted to the full range of DOE customers -- from Members of Congress, Committees and staff, governors, tribal leaders, local elected/appointed officials, and community groups around DOE sites, to professionals in the business, environmental, and national security communities.
- Support early and effective customer involvement in DOE decision making by improving coordination of stakeholder activities that cross-cut other DOE programs.
- Prepare briefing materials for the Secretary, Deputy Secretary and Under Secretary in preparation for meetings with Members of Congress and stakeholders.

Performance Measures

- Measure overall performance through customer feedback, leadership's ability to meet commitments and program objectives and feedback from our employees.
- Assist program offices in their preparation of official Departmental testimony and accompany senior Departmental officials to approximately 70 hearings. Assisted program offices in preparation for those hearings.
- Attend over 3,000 briefings and meetings and over 60 committee markups in performance of CI's liaison functions.
- Research, prepare, and/or review:
 - ▶ 100 briefing books/papers regarding Congressional hearings and meetings;
 - ▶ 3,200 pieces of Congressional correspondence, developed with program offices on program/policy issues;
 - ▶ 90 reports on Congressional hearings, coordination of 86 hearing statements, 1,655 pre- and post-hearing Questions and Answers; 97 inserts for the record; and 1,000 congressional letters relating to hearings;
 - ▶ 250 Daily Reports and 52 Weekly Reports for senior Departmental officials providing detailed congressional and intergovernmental information on meetings, hearings, mark-ups, site visits and other major events;
 - ▶ Numerous Congressional notifications on Departmental program issues and major announcements;
 - ▶ 3,000 contract and grant notifications for Members of Congress requiring over 9,000 congressional notifications, and to affected Governors;
 - ▶ Several thousand notifications to Governors/Tribal leaders/American Indian Organizations/ consumer groups and industry of major actions;

- ▶ 200 invitations for meetings or appearances by the Secretary and other principal Departmental officers with intergovernmental or public liaison groups;
- ▶ 535 biographies for Members of Congress (including energy-related information, Committee assignments, energy and environment-related legislation sponsored and co-sponsored by Member(s), background information on Departmental facilities in Member's District/State, and major energy interests and concerns); and
- ▶ 100 State Briefing Papers prepared for Administration officials covering energy issues and concerns for the relevant State.

Funding Schedule

(dollars in thousands, whole FTEs)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Salaries and Benefits	3,424	4,031	4,060	+29	+0.7%
Travel	46	60	60	0	0.0%
Support Services	0	25	25	0	0.0%
Other Related Expenses	867	784	765	-19	-2.4%
<hr/>					
Total, Congressional & Intergovernmental Affairs	4,337	4,900	4,910	+10	+0.2%
Full Time Equivalents	37	40	40	0	0.0%

Detailed Program Justification

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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Salaries and Benefits

Provides funding in FY 2000 for 40 full-time equivalent and other than full-time permanent employees. Funding includes: salaries and benefits, overtime pay, cash incentive awards, lump sum leave payments, Senior Executive Service and other performance awards, and payment to funds for workmens' compensation. . . .

3,424	4,031	4,060
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Travel

Travel provides funding for official travel for site visits to facilities of interest to Congress; to attend conferences and meetings with State and local governments, American Indian tribal officials; and meeting with public interest groups representing consumer, business and community groups and a broad range of DOE stakeholders to convey DOE initiatives and policies; and travel associated with training.

46	60	60
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Support Services

Support Services provides funding for computer support for advancing communications technologies and development of enhanced communications tools, e.g., HomePage, SpectraFax, and other technical computer services.

0	25	25
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(dollars in thousands)

FY 1998	FY 1999	FY 2000
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Other Related Expenses

Other Related Expenses provides funding for employee training and development; other program support for consumer affairs for services supporting dissemination of information to the general public/consumers regarding new events and energy information and development and enhancement of systems to expedite information flow and other outreach activities; and services included in the business lines of the working capital fund, for example, office space, building operations and maintenance, postage, telephone service, printing and graphics, copying, supplies/equipment, etc.

867	784	765
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Total, Program Direction	4,337	4,900	4,910
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Explanation of Funding Changes from FY 1999 to FY 2000

FY 2000 vs. FY 1999 (\$000)

Salaries and Benefits

- The personnel compensation and benefits reflects an increase due to cost of living adjustments, promotions and performance awards, offset by a decrease in salary costs associated with a lowered FTE usage rate for approximately six months of FY 1999. +29

Travel

- Travel reflects no increase. 0

Support Services

- Support services reflects no increase. 0

Other Related Expenses

<ul style="list-style-type: none"> Other related expenses reflects a decrease in other program support for consumer affairs for services supporting dissemination of information to the general public/consumers and other outreach activities (\$-9,000), and a reduction in the working capital fund (\$-10,000) 	-19
Total Funding Change, Congressional & Intergovernmental Affairs.	+10

Support Services

(dollars in thousands)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Technical Support Services	0	25	25	0	0.0%
Total, Support Services	0	25	25	0	0.0%

Other Related Expenses

(dollars in thousands)

	FY 1998	FY 1999	FY 2000	% Change	% Change
Training	3	4	4	0	0.0%
Other Program Support--Consumer Affairs	40	30	21	-9	-30.0%
Working Capital Fund	824	750	740	-10	-1.3%
Total, Other Related Expenses	867	784	765	-19	-2.4%

Public Affairs

Mission Supporting Goals and Objectives

The mission of the Office of Public Affairs is to communicate information about DOE's work in a timely, accurate and accessible way.

The office is responsible for overall public affairs for the Department, including communicating Departmental policies, initiatives and information to the news media and the general public; managing and coordinating public affairs activities for Headquarters, field offices and sites, and DOE laboratories; serving as primary spokesperson for the Department; responding to requests for information from the public and the news media; arranging interviews with the news media; providing speechwriting services to the Secretary, Deputy Secretary and Under Secretary; preparing written information about Departmental activities; reviewing publications, audiovisuals, and exhibits; compiling news clips; and managing the Department of Energy's Home Page.

Program Goals

- # Communicate information about the Department in a timely, accurate and accessible way to the news media and the public.
- # Deliver on the Department's commitment to openness and public participation in decisionmaking through wide dissemination to the press of documents relating to NEPA process, Superfund and other regulatory processes.
- # Provide public affairs guidance and services to program and field offices including writing news releases, planning news conferences, arranging interviews, preparing and editing written and visual materials.
- # Manage and operate the public inquiries room and respond to walk-up visitors inquiring about the Department's programs and activities and research and respond to telephone and written inquiries.
- # Improve internal communications by writing and publishing a monthly newsletter about current events around the Department, and compiling and distributing news clips about Departmental activities.
- # Provide coordinated review of non-technical Departmental publications, audiovisual materials, and exhibits to ensure consistency, cost-effectiveness and clarity.
- # Prepare speeches, briefing materials, and analysis to the Secretary, Deputy Secretary, Under Secretary and principal secretarial officers in support of their work to explain Administration and Departmental policies, initiatives and actions.

Performance Measures

- # Measure performance through customer feedback, ability to meet commitments and program objectives.
- # In support of serving as an intermediary with the news media, DOE stakeholders, and the general public, staff resources:
 - ▶ Plan and coordinate 120 press conferences, over 300 press releases and responded to over 20,000 inquiries for information or interviews from the news media;
 - ▶ Operate the Departmental public inquiries office that handles requests concerning all DOE program and activities, responding to over 14,000 public inquiries from students, schools, colleges, libraries, industry, businesses, Federal agencies, State and local governments, and private citizens;
 - ▶ Produce and distribute 12 editions of the Departmental news magazine to DOE employees and contractors with external copies sent to Congressional offices, Federal agencies, State and local governments, news media, libraries, colleges, schools, energy-related trade associations and public interest organizations, embassies and others on request;
 - ▶ Redesign and assumed editorial control of the Department of Energy's Home Page to make it more accessible and informative providing information to the public;
 - ▶ Compile news clips articles from 50 major newspapers, five regional papers, eight weekly magazines/journals and produce/distribute over 500 copies of news, magazine, and regional clips; and
 - ▶ Reviewed/approved over 175 publications, exhibits and audiovisuals of Departmental activities.
- # In support of the Department's mission:
 - ▶ Assist, advise, and/or prepare speeches, talking points, and presentations for the Secretary;
 - ▶ Communicate guidance and coordinate activities with Field and Laboratory public affairs offices; and
 - ▶ Coordinate and provide strategic information of schedules for major announcements.

Funding Schedule

(dollars in thousands, whole FTEs)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Salaries and Benefits.....	2,325	2,494	2,794	+300	+12.0%
Travel.....	67	70	84	+14	+20.0%
Support Services	0	0	125	+125	+100.0%
Other Related Expenses.....	1,021	936	960	+24	+2.6%
Total, Public Affairs.....	3,413	3,500	3,963	+463	+13.2%
Full Time Equivalents	26	31	31	0	0.0%

Detailed Program Justification

(dollars in thousands)

	FY 1998	FY 1999	FY 2000
Salaries and Benefits			
Salaries and Benefits in FY 2000 provides funding for 31 full-time permanent and other than full-time permanent employees, in the following classes: salaries and benefits, overtime pay, cash incentive awards, lump sum leave payments, Senior Executive Service and other performance awards, payment to funds for workmens' compensation.	2,325	2,494	2,794
Travel			
Travel provides funding for official travel to arrange and lead all media events, to accompany the Secretary, Deputy Secretary, and Under Secretary at public appearances; to attend conferences and meetings with Public Affairs Field Directors; and a broad range of DOE stakeholders to convey DOE initiatives and policies; and travel associated with training.	67	70	84
Support Services			
Support Services provides funding for computer support for advancing communications technologies and development of enhanced communications tools, e.g., Home Page, SpectraFax, and other technical computer services	0	0	125
Other Related Expenses			
Other Related Expenses provides funding for employee training and development; other program support for public affairs for services relative to producing the daily news clips and radio/TV transcription services; and items included in the business lines of the working capital fund, for example, office space, building operations and maintenance, postage, telephone service, printing and graphics, copying, supplies/equipment, etc.	1,021	936	960
Total, Program Direction	3,413	3,500	3,963

Explanation of Funding Changes from FY 1999 to FY 2000

FY 2000 vs. FY 1999 (\$000)

Salaries and Benefits

# In FY 1999, Public Affairs will utilize approximately \$200,000 in carryover balances to cover a funding shortfall for employees currently on board. The increase in FY 2000 represents new budget authority of \$200,000 to continue employment at 31 FTEs, and a \$100,000 increase due to cost of living adjustments, promotions and performance awards.	+300
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Travel

# Travel reflects a slight increase to allow staff to accompany Secretary, Deputy Secretary, and Under Secretary at public appearances.....	+14
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Support Services

# Support services reflects an increase for computer support for advancing communications technologies and development and other technical computer support.	+125
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Other Related Expenses

# Other related expenses reflects an increase in training (\$+5,000) and other program support for services associated with the preparation of daily news clips and radio/TV transcription services (\$+11,000). There is an increase in the working capital fund (\$+8,000).	+24
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Total Funding Change, Public Affairs.	+463
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Support Services

(dollars in thousands)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Technical Support Services	0	0	125	+125	+100.0%
Total, Support Services.....	0	0	125	+125	+100.0%

Other Related Expenses

(dollars in thousands)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Training	3	0	5	+5	+100.0%
Other Program Support--Public Affairs ...	50	59	70	+11	+18.6%
Working Capital Fund	968	877	885	+8	+0.9%
Total, Other Related Expenses	1,021	936	960	+24	+2.6%

General Counsel

Mission Supporting Goals and Objectives

The Office of General Counsel is responsible for providing comprehensive legal services to the Secretary and the Department. These services include legal counsel with respect to every program and function of the Department, except those relating to the Federal Energy Regulatory Commission and Environment, Safety, and Health's administrative enforcement activities related to Nuclear Safety. General Counsel assures that the Department operates in compliance with applicable laws and regulations. The position of General Counsel is established by Public Law 95-91, Section 202(b).

Performance Measures

- General Counsel utilizes feedback from customers and General Counsel personnel, and reviews such as those conducted by the DOE Inspector General and the General Accounting Office as bases for measures of performance.
- The Office of Alternate Dispute Resolution is committed to increasing by 20% the number of workplace disputes mediated, increasing by 20% the number of litigation cases mediated and demonstrating estimated savings of 50% in litigation costs.

Funding Schedule

(dollars in thousands, whole FTEs)

	FY 1998	FY 1999 ^a	FY 2000	\$ Change	% Change
Salaries and Benefits	15,802	15,746	16,788	+1,042	+6.6%
Travel	128	100	83	-17	-17.0%
Support Services	236	496	720	+224	+45.2%
Other Related Expenses	3,490	3,550	3,843	+293	-8.3%
Subtotal, General Counsel	19,656	19,892	21,434	+1,542	+7.8%
Use of Prior-year Balances	0	-642	0	+642	-100%
Total, General Counsel	19,656	19,250	21,434	+2,184	+11.3%
Full Time Equivalents	167	162/168 ^a	164		

^aAlthough the internally approved manpower level for General Counsel is 168 FTEs, enacted funding for FY 1999 does not fully fund the projected staffing level of 162 FTEs. Therefore, in order to maintain its commitment to provide adequate legal services to the Department, GC will utilize carryover of about \$642,000 in FY 1999 to cover the shortfall.

Detailed Program Justification

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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Salaries and Benefits

Provides funding in FY 2000 for 164 full-time equivalent employees to include salaries, overtime, incentive awards, lump sum leave, SES and other performance awards, payments on behalf of employees for payments to funds such as workman's compensation, unemployment compensation and buyouts. In FY 2000 there is a slight increase in funding provided for additional FTEs to address critical hires in such key areas as additional legal services for the Waste Fund and Environmental Management programs..

15,802 15,746 16,788

Travel

Provides funding for employees to attend hearings, court trials, proceedings, and to take depositions wherever necessary. Also provides funding for conference attendance and travel to attend training.

128 100 83

Support Services

Provides funds for technical support services, including: computer/LAN operations, staffing of the DOE law library, outside attorneys to process intellectual property actions, and consulting and software programming services to receive, process, and track transactions for a nationwide intellectual property database.

236 496 720

Other Related Expenses

Provides funding for Dept. Of Commerce fees for intellectual property prosecution, law library books and materials, employee training, and items included in the Working Capital Fund (rent, utilities, building operation and maintenance, supplies, telephone, DOE wide computer/LAN operations, etc.).

3,490 3,550 3,843

Use of Prior Year Balances 0 -642 0

Total, General Counsel 19,656 19,250 21,434

Explanation of Funding Changes from FY 1999 to FY 2000

FY 1999 vs
FY 2000
(\$000)

Salaries and Benefits

- The increase of \$1,042,000 reflects the hiring of two additional critical Deputy General Counsels (\$300,000), the effect of replacing outgoing attritions with critical senior grade employees (\$142,000), the full effect of the FY 1999 pay raise and the partial effect of the FY 2000 pay raise (\$400,000), and increased SES and PMS bonus awards to an allowable level of 3% of base pay (\$200,000).
 +1,042

Travel

- The decrease of \$17,000 reflects an expected decrease in the level of GC travel requirements.
 -17

Support Services

- The increase of \$224,000 consists of a \$114,000 increase in intellectual property costs, a \$160,000 increase in computer/LAN support (which represents costs for the maintenance of a DOE nationwide database used for recording and reporting all DOE funded costs for outside legal services relative to DOE contractor litigation), and a decrease of \$50,000 in law library contractor personnel services.
 +224

Other Related Expenses

- The increase for Other Related Expenses primarily consists of a \$13,000 inflationary increase in law library books and materials, a \$28,000 inflationary increase in intellectual property costs, and a \$250,000 increase to cover patent costs which were previously funded by uncosted balances with the Dept. of Commerce.
 +293

Total Funding Change, General Counsel	+1,542
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Support Services

(dollars in thousands)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Technical Support Services					
Intellectual Property	136	136	250	+114	+83.8%
Computer / LAN	0	260	420	+160	+61.5%
Law Library - Personnel	100	100	50	-50	-50.0%
Total, Support Services	236	496	720	+224	+45.2%

Other Related Expenses

(dollars in thousands)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Law Library - materials	315	315	328	+13	+4.1%
Training	20	20	21	+1	+5.0%
Government Agencies -					
Intellectual Property	177	284	562	+278	+97.9%
Working Capital Fund	2,958	2,911	2,922	+11	+0.4%
Other	20	20	10	-10	-50.0%
Total, Other Related Expenses	3,490	3,550	3,843	+293	+8.3%

Policy and International Affairs

Mission Supporting Goals and Objectives

In this era of radically shifting priorities and sharply reduced budgets, the Secretary and the Department increasingly rely on the Office of Policy and International Affairs (PO) to establish clear goals, develop policies, analyze policy impacts, mobilize resources, and launch new initiatives to reduce the cost and enhance the effectiveness of DOE programs. The objectives of the Office of Policy and International Affairs are to: identify and develop policies based on sound analysis that support the Department's vision and fulfill the Department's mission; provide accurate and unbiased analysis of existing and prospective policies in the areas of energy, environment, science and technology, and national, economic, energy and environmental security; ensure attention to energy needs and perspectives as decisions with significant energy implications are considered by other departments and agencies; ensure effective communication of Administration and Departmental policies, priorities, objectives, and measurements; to advance energy, environmental, and non-proliferation policies in international agreements; and to promote positive relationships with foreign nations that support U.S. policy goals.

Performance Measures

- Effective analysis and advocacy to assure that Federal regulatory activities of other agencies affecting the energy sector are consistent with National energy policies and do not impose unnecessary energy costs on consumers and producers, as measured by the number of analyses completed and comments provided and by the cost savings achieved by changes in regulatory proposals resulting from our interventions.
- Effective analytical and policy development activities in support of the Administration, Federal Energy Regulatory Commission (FERC), Congress and states to increase reliance on competition in energy markets to benefit consumers while maintaining a sufficient level of environmental protection and high energy reliability, as measured by number and influence of analyses provided and by customer satisfaction.
- Leadership in the analysis, policy development, and negotiation processes surrounding global climate change, as measured by number and influence of analyses supporting cost-effective, flexible approaches to mitigation that reflect a realistic appraisal of energy needs and priorities.
- Maintenance and effective utilization of energy modeling capabilities, as measured by success in meeting requests from the Administration and Congress for timely analysis of emerging energy issues.
- Effective support of U.S. economic, environmental and national security policy goals, as measured by the magnitude of foreign actions or international energy policy, regulatory and legislative actions that are attributable, in part, to Departmental efforts, and by adoption of DOE positions by multilateral organizations.

- Improved efficiency in the Department's international R&D-related activities as measured by cost savings from collaboration among DOE programs on international activities. Further, effective development and implementation of international research and development agreements, as measured by the number of R&D agreements and/or related modifications concluded and the value of information or experience acquired in support of, and complementary to, domestic R&D programs.
- Effective analytical and policy development activities in support of the Administration's national security objectives on nuclear materials stewardship, non-proliferation, stockpile stewardship, national security, environmental management, and health and safety of the general public and DOE employees as measured by the number and influence of analyses provided and by customer satisfaction.
- Effective development of science and technology policies in support of Departmental missions in fundamental science, mission-driven research and development, laboratory missions and management, and international science and technology cooperation, as measured by the number and influence of analyses, papers, meetings, teaming arrangements, task forces, workshops, reports, publications, and other means of communicating and effecting policy formulation and change in the Department's science and technology policies and programs.
- Effective implementation of the DOE Strategic Management System, as measured by the degree to which the Department's program strategic plans and individual performance evaluation standards reflect the priority goals from the Department's Strategic Plan and the degree to which the Department's Strategic Plan, budget, Annual Performance Plan, and Annual Performance Report are aligned. Further success will be ensured by the satisfaction of Congressional and OMB stakeholders that the Department is in full compliance with the Government Performance and Results Act of 1993.

Funding Schedule

(dollars in thousands, whole FTEs)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Salaries and Benefits	11,423	11,479	13,000	+1,521	13.3%
Travel	507	500	1,000	+500	100.0%
Other Related Services	3,620	2,021	3,430	+1,409	69.7%
Total, Program Direction	15,550	14,000	17,430	+3,430	24.5%
Full Time Equivalents	111	113	120	+7	6.2%

Detailed Program Justification

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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Salaries and Benefits

Provides funding for 120 full-time permanent and other than full-time permanent employees, in the following categories: salaries and wages, the Department's FICA contribution, unemployment and workman's compensation, health benefits, thrift savings plan, overtime pay, cash incentive awards, lump sum leave payments, Senior Executive Service and other performance awards, and permanent change of station moves. Additional FTEs are requested to balance critical skills mix after the reorganization of Policy.

11,423	11,479	13,000
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Travel

Funds staff transportation to field sites to participate on task teams that impact Departmental initiatives and other areas relative to domestic and international energy, science and technology, environmental, and non-proliferation policies. These funds also allow employees to attend conferences and training workshops.

507	500	1,000
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Other Related Expenses

Provides funding for working capital expenditures, subscriptions, telephone credit cards, pagers, portable phones, interpreters, ADP hardware and software acquisition, LAN administration, international phone charges, budget and accounting systems maintenance and training.

3,620	2,021	3,430
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Total, Program Direction

15,550	14,000	17,430
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Explanation of Funding Changes From FY 1999 To FY 2000

 FY 1999 vs.
 FY 2000
 (\$000)

Salaries and Benefits

- Reflects an increase due to cost of living adjustments and general inflation for current staff plus an additional 7 FTEs. +1,521

Travel

- Expected increase due to expanding international travel to support secretarial initiatives, conferences supporting the National Energy Policy Plan, and ongoing Climate Change Workshops +500

Other Related Expenses

- Increase is directly correlated to FTE increase; will support additional administrative needs and Working Capital Fund expenses. +1,409

Total Funding Change, Program Direction +3,430

Other Related Expenses

(dollars in thousands)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Training	70	50	70	+20	40.0%
Working Capital Fund	2,779	1,900	2,800	+900	47.3%
Purchases from Government Accounts ^a	589	71	560	+489	687.3%
Other ^b	182	0	0	+0	0.0%
Total, Other Related Expenses	3,471	2,021	3,430	+1,409	69.7%

^aIncludes non-WCF expenditures for subscriptions, telephones, credit cards, pagers, portable phones, interpreters, ADP hardware/software acquisitions, LAN administration, international phone charges, and budget and accounting system maintenance.

^bIncluded funds for PO's overseas offices in Moscow, Paris, and Tokyo; since FY 1998 offices were transferred to the Office of Nonproliferation and National Security and Office of Nuclear Energy, Science and Technology.

Policy and International Affairs Program Support

Program Mission

The Office of Policy and International Affairs (PO) is the primary policy advisor to the Secretary and the Department on national and international energy policy matters. Our role is to render advice to the leadership of the Department and represent the Department in interagency discussions, based on a broader range of policy objectives than would be found within the Department's separate program offices.

Program Goals

- Advocate the Department's policies on energy, environmental and national security issues in decision-making processes with other Departments and agencies.
- Ensure effective and consistent implementation and communication of Administration and Departmental policies and priorities.
- Effectively engage the international community in discussions and actions to advance energy, environmental, and non-proliferation policies through multilateral international agreements and bilaterally with key foreign nations to support U.S. policy goals.

Program Objectives

- **Policy Development:** PO identifies, develops and analyzes policy issues, helps define long-term goals, objectives, and priorities, and mobilizes appropriate program offices to participate in these activities.
- **Policy Analysis:** PO provides the Secretary, Deputy Secretary and the Under Secretary independent analysis and program assessment. In this context, PO is deemed independent because they have no vested or parochial interests in specific DOE programs. During the decision-making process, the Secretary is assured of impartial and unbiased policy advice from PO.
- **Policy Coordination:** PO is the central DOE organization that develops and coordinates domestic and international policy initiatives and strategies on issues that cut across more than one program area. PO prevents "stove piping" by facilitating the development of integrated and coordinated policy approaches across all of the Department's functions. PO also ensures that DOE is aligned with core national goals and objectives. Ongoing Policy responsibilities include coordination of the Department's international activities.
- **Policy Communication:** PO provides a policy communication link between DOE and its stakeholders including other agencies, Congress, State and local governments. PO ensures that the views of the White House, Congress, public and private sector organizations, and foreign countries are addressed in the policy making process. PO is the Department's representative on

many domestic and international policy initiatives and provides information on Departmental, national and international policies, strategies, and trends.

- **Policy Oversight:** PO ensures that Secretarial policies and priorities are implemented throughout the Department's planning and budgeting processes. These activities include development of the Department's strategic plans, annual performance plans, budgets and the Performance Agreement with the President. PO also ensures Secretarial priorities are upheld during the evaluation of program performance against Secretarial commitments and annual performance reporting.

Significant Accomplishments and Program Shifts

- Served as the Department's pathfinder for U.S. energy industry trade and investments throughout the world, including oil and gas production and pipeline transportation infrastructure. PO continued to develop and implement Department-wide regional energy trade and investment strategies aimed at promoting energy policy and market reform, U.S. industry investment and sustainable energy programs and nuclear non-proliferation policies. Recently, PO served as the central Departmental office in advancing the Administration's policy in the Caspian region to promote U.S. company involvement in oil and gas production and building pipeline infrastructure.
- Provided the primary expertise in the restructuring of the electric utility industry. PO led the Department's analytical assessment of the electric industry restructuring effort. PO analysts conducted modeling assessments to estimate the effects of industry changes on future energy security, reliability of supply, and financial and environmental implications. This resulted in the March 25, 1998 Administration announced Comprehensive Electricity Competition Plan. PO continues the analytical studies of electric industry restructuring in order to estimate effects of industry changes on future energy security, reliability of supply, and financial and environmental implications.
- Assured balanced consideration of energy issues in the development of Administration environmental policies. PO led the Department's effort to determine, during the formulation stage, the impact of environmental and energy policies on such factors as employment, gross output, and the competitiveness of energy intensive industries. Such analyses resulted in the Department having the opportunity to affect the Administration's development of policies that properly weigh energy economic impacts in achieving environmental objectives.
- Provided the corporate capability for the development of the Comprehensive National Energy Strategy. PO led the Department's effort to develop the Comprehensive National Energy Strategy which reflects the vital role energy plays in our economy and the importance that the Administration attaches to having a well defined energy policy.
- Provided the overall management and coordination of the Department's Strategic Planning under the Government Performance and Results Act (GPRA). PO continued to provide, through the DOE Strategic Plan, central guidance to Departmental program offices to focus DOE's broad and diverse programs on achieving national energy goals and objectives. PO also continued

overseeing the Department's effort to ensure improving public accountability as part of the Government Performance and Results Act (GPRA).

- Developed corporate approaches to solve problems. PO established the first corporate asset management program which generated \$35 million in revenues.
- Coordinated DOE's international science and technology agreements. PO continued to coordinate foreign policy/national security and international energy policy direction for DOE's international science and technology agreements and negotiated agreements with foreign governments for DOE program offices.

Funding Schedule

(dollars in thousands)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Policy Analysis and System Studies	500	350	1,000	+650	185.7%
Environmental Policy Studies	1,750	2,000	2,432	+432	21.6%
Total, Program Support	2,250	2,350	3,432	+1,082	46.0%

Detailed Program Justification

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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Policy Analysis and System Studies

- **Strategic Planning and Program Evaluation**

▶ Develop and publish the annual Update of the DOE Strategic Plan, develop and publish the Annual Performance Plan, and track performance data and publish annual Performance Report . . .	51	35	50
▶ Prepare and publish a Performance Agreement with the President or revision to the Performance Plan after the budget is enacted by Congress to reflect changes.	80	50	80
▶ Manage and improve the Department's Strategic Management System linking strategic planning, performance planning, budgeting, performance management, and performance reporting from the Departmental level down to the employee and contract level	5	50	5

(dollars in thousands)

	FY 1998	FY 1999	FY 2000
▶ Manage the Department's 5-Year integrated planning and budgeting process and coordinate department-wide cross-program analysis to identify opportunities for improved integration .	30	10	30
▶ Manage a managerial accountability and responsibility framework through formal Performance Agreements between the Secretary and his direct reports	20	5	20
▶ Manage the development of crosscutting Strategic Plans (e.g., International Programs, Environmental Security, etc.)	20	5	20
■ Oil Security			
▶ Provide analytic support and implementing strategies for Departmental initiatives to increase or ensure domestic supplies of oil and natural gas	35	30	65
■ Science and Technology Policy			
▶ Evaluate overall effectiveness of DOE international R&D agreements database and necessary enhancements	25	25	50
▶ Implement the Department-wide policy on R&D evaluation, in compliance with and support of the Government Performance and Results Act	25	25	50
■ National Security			
▶ Establish annual reporting on the status, issues and opportunities for nuclear materials management in the U.S.	50	25	50
■ International Energy Policy			
▶ Encourage regional cooperation and policy and regulatory reform in support of energy resource development in Russia, the former Soviet Union, Latin America and Asia.	129	105	530

(dollars in thousands)

	FY 1998	FY 1999	FY 2000
■ Electricity and Natural Gas			
▶ Support Office of the Secretary in preparing next National Energy Policy Plan, i.e. Comprehensive National Energy Strategy.	30	30	50
Total, Policy Analysis and System Studies	500	350	1000
Environmental Policy Studies			
■ Pollution and Climate Change			
▶ Continue Departmental participation in international negotiations to develop a regional protocol controlling nitrogen oxides and a global treaty controlling persistent organic pollutants under the United Nations Economic Commission for Europe, and Environment Program respectively.	100	100	150
▶ Refine policy cost models to address evolving strategies on climate change issues.	20	30	50
▶ Advocate the Department's views on key domestic regulatory issues with substantial energy implications, including particulate matter standards, implementation of ozone standards, the setting of air toxic emissions levels for utilities and trucks, review and possible revision of fine particulate ambient air standard, and integration of measures to attain particulate matter ambient standard and regional haze goals.	100	150	150
▶ Update the energy section of the U.S. Climate Action Report which provides a status of U.S. government climate change activities that have resulted from the 1993 Climate Change Action Plan.	50	75	75
■ Oil Security			
▶ Develop and assess modifications to alternative fuels policies to improve their overall effectiveness in providing clean and cost-competitive energy supplies.	25	30	50

(dollars in thousands)

	FY 1998	FY 1999	FY 2000
▶ Continue the assessment of refinery capabilities to produce fuels required by a variety of technologies under consideration by the Partnership for a New Generation of Vehicles programs and other transportation technology developers.	50	50	50
▶ Apply refinery analysis capabilities to contemporary environmental issues, likely including implementation by 2004 of Tier II automobile and light truck standards as well as heavy duty truck standards.	50	50	100
■ Electricity and Natural Gas			
▶ Work with federal and state agencies, the electric power industry, consumer, and special interest groups to implement legislative and regulatory reform in the electric industry.	50	75	100
▶ Continue joint DOE/NARUC Electricity forums to promote federal and state cooperation and dialogue on restructuring issues.	125	150	200
▶ Conduct analyses of electric industry restructuring to guide implementation of legislation and regulatory reforms.	350	350	380
▶ Participate in federal regulatory proceedings regarding the implementation of new electricity restructuring legislation.	100	100	150
■ Integration of Energy, Economic and Environmental Policies			
▶ Develop analytic frameworks to address the potential for market power in the electric power transmission network.	50	50	50
▶ Integrate national technology-specific industrial production models into a consistent international framework.	95	100	100
▶ Provide policy support to program office participation in the development of a new model energy code that will be the basis for future residential energy efficiency in the U.S. and elsewhere, as required under EPACT.	50	75	75

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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■ **International Energy Policy**

▶ Critique gains to date of US domestic and international energy policy objectives in multilateral and bilateral energy policy fora. . . .	75	95	100
▶ Identify near and long term United States government energy policy objectives to determine levels of continued involvement in bilateral and multilateral fora.	100	125	145
▶ Strengthen international oil emergency preparedness policies and response mechanisms.	35	50	75
▶ Evaluate appropriate steps to rehabilitate energy development and advance regulatory reform in Asia markets.	50	75	100
▶ Continue to promote regional cooperation and selection of a Main Export Pipeline route from Central Asia to hard currency markets.	25	50	50

■ **Science and Technology Policy**

▶ Assess feasibility, implement case studies and evaluate the Department's International Grants Program for Scientific and Technological Cooperation.	50	50	50
▶ Implement decisions on environmental restoration and waste remediation at the Hanford Reservation in cooperation with the DOE national laboratories.	50	50	50
▶ Close discussions with the Russians on the idea of a nuclear waste repository in the former Soviet Union.	0	20	25

■ **National Security, Materials Management, and Energy and Environmental Security**

▶ Implement Energy and Environment Security Initiative to enable the Department to influence the United States on foreign policy by merging energy and security concerns to achieve common objectives.	50	50	75
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(dollars in thousands)

	FY 1998	FY 1999	FY 2000
▶ In conjunction with the Office of Nuclear Energy, monitor the status of life extension at the nation's commercial nuclear power plants and the status of early nuclear plant retirements associated with changes in the utility industry.	50	25	40
▶ In conjunction with the Offices of Nuclear Energy and Civilian Radioactive Waste Management, monitor the status of funding for decontamination and decommissioning by the nation's commercial nuclear power plants.	50	25	42
Total, Environmental Policy Studies	1,750	2,000	2,432
Total, Program Support	2,250	2,350	3,432

Explanation of Funding Changes From FY 1999 To FY 2000

FY 1999
vs. FY
2000
(\$000)

Policy Analysis and System Studies/Environmental Policy Studies

<ul style="list-style-type: none"> Increase in funds will support the Administration’s proposal to increase the competitiveness of the electric sector by enhancing the modeling capabilities by improving the representation of physical power flows to more accurately represent the likely impact of competition on prices to specific areas of the country and to more accurately assess the potential electric reliability implications of environmental policies; to support electric sector restructuring and climate policy objectives, resources will be used to support studies that assess the impact of changing power markets on nuclear plant retirement decisions, the efficiency of fuel use at coal-fired plants and consumer decisions regarding the voluntary purchase of “green power”; develop the analytical basis for evaluating and crediting emission reductions to reduce greenhouse gas emissions; provide increased technical and analytical assistance to enable developing countries to identify the technological opportunities for reducing emissions and the benefits of active participation in global emissions trading; promote regional cooperation in electricity and gas markets and sustainable energy development in Sub-Saharan Africa; advance policy and regulatory reform and open markets in the Asian Pacific Area as a result of the Asian Financial Crisis; address policy, regulatory and institutional issues in specific countries (Caspian region, Central America, Southern Africa, South Asia) to foster progress in promoting regional integration of gas and electricity distribution systems and markets; assist developing countries to promote the deployment of sustainable energy technologies 	+1,082
Total Funding Change, Program Support	+1,082

Economic Impact and Diversity

Mission Supporting Goals and Objectives

The goals of the Office of Economic Impact and Diversity are to: become a recognized leader among Federal agencies in managing diversity as a strategic imperative; ensure equitable opportunities for small, minority, and women-owned businesses to compete for contracts and subcontracts; promote collaborative efforts with educational institutions, Federal agencies, and energy industry organizations to establish state-of-the-art research and development centers of excellence at the universities; conduct ongoing research programs to determine the effects (including the SocioEconomic and environmental effects) of national energy programs, policies, and regulations of the Department on minorities; facilitate small business growth in contracting opportunities with DOE; ensure that the Department is addressing the provisions of Executive Order 12898 and that the environmental justice strategies are being implemented in an effective manner; partnership with minority educational institutions, small and women owned businesses, and financial communities in order to enhance their upward occupational, economic and social mobility; implement the Civil Rights Act; enforce affirmative employment programs; and implement the Department's nationwide whistle blower reform initiatives. This office will work to (1) develop and maintain the framework and mechanisms for an aggressive Department-wide 10-Point Civil Rights, Affirmative Employment, and Equal Opportunity Plan; (2) establish and implement uniform employee concerns policies for resolution of environmental, health and safety, and human resources disputes; (3) foster and enhance diversity in the DOE workforce; (4) develop minority educational assistance programs; and (5) devise small business contracting plans. This program office will also implement African-American, Hispanic, Asian, and other minority educational assistance programs; evaluate contractor plans and performance to assure full implementation of the Department's Diversity Contract Clause; monitor the results of the 10-Point Civil Rights Plan with regard to hiring, promotions, training, and equitable treatment; ensure DOE Federal and contractor employees have effective means of voicing health, safety, environment, fraud, waste, abuse, whistle blower retaliation concerns; avoid prolonged and costly litigation through the use of alternative dispute resolution, including mediation; utilize greater management tools to assess effectiveness of employee concerns program to ensure employee concerns are considered fully, fairly and timely; and set forth a vision statement which fosters and embraces diversity throughout the Department.

Office of Small and Disadvantaged Business Utilization

The Office of Small and Disadvantaged Business Utilization is legislated by P.L. 95-507, for the oversight Departmental programs regarding the development and execution of policies and programs, to ensure that an equitable portion of the total contracts and subcontracts for the Department's services and supplies are procured with small business enterprises. This program effort is to achieve the Department's small business percentage goals to maintain current level of funding. The program activity level is appropriate based on OSDDBU's responsibility within the Department for policy, plans, and oversight of execution of functions under the Small Business Act and Executive Orders 12073 and 12138.

▶ **Significant Accomplishments and Program Shifts**

- Codified the comprehensive DOE/SBA Delegation of 8(a) Contracting Authority Memorandum of Understanding and the Department's Diversity Plan.
- Coordinated and co-chaired various business expositions and partnering fairs such as the "Minority Enterprise Development Week."
- Collaborated, prepared and co-chaired the development of new training regulations with regard to Historically Under-utilized Business (HUB) Zone small and disadvantaged business contracting and wrote DOE policy recommendations for inclusion in "Building Communities for the 21st Century".
- Represented the Department at, and coordinated various Hispanic business activities such as the U.S. Hispanic Chamber of Commerce's Annual Awards Conference in Kansas City, the annual California Hispanic Chamber of Commerce Conference, and the Hispanic Association of Colleges and Universities Workshops in San Diego.
- Established an additional 10 mentor-protégé agreements between DOE and small disadvantaged businesses located in Richland, Washington, Oak Ridge, Tennessee, Beavercreek, Ohio, and Newington, Connecticut. 3 DOE Mentor-Protégé Program firms completed program and will now continue independently of ED. Coordinated Mentor-Protégé signing ceremonies between Oak Ridge National Laboratory and AIMSI, a 8(a) small disadvantaged business firm. Completed proposed DOE Mentor-Protégé regulations to replace Mentor-Protégé Initiative Final Guidelines published in the Federal Register.
- Developed a "Forecast of Contracting and Subcontracting Opportunities" for fiscal year 1999, containing 200 contracting and subcontracting opportunities totaling more than \$250 million. Distributed copies to the National Network of Small Business Program Managers. The Forecast is available to the public on the Economic Impact and Diversity's web site.
- Reviewed Departmental procurement requests valued in excess of \$3 million to ensure equitable contracting opportunities for small businesses to compete for the Department's acquisitions.
- Co-sponsored, coordinated and participated in 10 outreach efforts with women-owned and small, disadvantaged businesses at Federal, State, and local government seminars and private-sector expositions, workshops and technology fairs.
- Completed and submitted the "Report to Congress on Small Business Programs" for fiscal years 1994, 1995, 1996, and 1997.
- Solicited participation of management and operating contractors into the DOE 8(a) Pilot Program, resulting in 2 new recruitments (Mason & Hangar Corporation, Albuquerque and TRW Environmental Safety Systems, Nevada.)
- Clarified rules of 8(a) Pilot Program to managers Department-wide. Increased award obligations from \$119 million in FY 1997 to \$142 million in FY 1998.
- Developed and launched a Department-wide women-owned small business campaign to provide outreach, marketing and training assistance.

- Initiated a DOE Headquarters Speakers Service for women-owned small business associations and organizations.
- Planned and co-hosted a DOE Headquarters women-owned small business marketing fair.
- Developed and coordinated the Secretary's Small and Disadvantaged Business Awards Program. Fifty-eight awards were presented in FY 1998.
- Created a "Useful Internet Addresses" list for use by the public sector.
- Provided telephone counseling to approximately 200 woman-owned small businesses.

Office of Civil Rights

The Office of Civil Rights, mandated by P.L. 88-353, Title VII of the Civil Rights Act of 1964, as amended, enforces the Department's affirmative employment programs by assuring equal opportunity for all employees and applicants identifying and eliminating barriers to employment both physical and non-physical; and develops, monitors and implements an equal employment opportunity counseling, complaints, and investigations programs and leading diversity strategies for the Department. This program activity is a continuing level of effort and is based on implementing an aggressive Department-wide 10 Point Civil Rights Plan and statutory responsibilities to develop and administer Departmental policies, practices, and procedures to assure equal opportunity and to devise and integrate diversity in all workplace and business decisions.

▶ Significant Accomplishments and Program Shifts

- Delivered timely service for formal EEO complaints by reducing the average EEO complaint processing time to 25 percent less than the allowed 180 days.
- Delivered effective, tailored diversity training to Departmental organizations that are based upon program specific workforce data.
- Delivered commemorative and special emphasis programs that educate and reach a greater number of the Departmental workforce.
- Closed out 151 formal discrimination complaint cases: of which ED found no discrimination in 61 cases; found discrimination in 3 cases; completed 60 "final agency decisions"; dismissed 46, withdrew 7, and settled 34. In addition, ED completed 81 informal complaints. Currently there are 254 cases on hand.
- Completed various Departmental Affirmative Employment Program activities and promoted shared vision of diversity throughout the Department by assuring work force diversity strategies.

Office of Employee Concerns

The Office of Employee Concerns (OEC) provides a focal point for employees to address the issues that concern them in a full, fair, and timely manner. OEC which typically handles approximately 500 environmental, health, safety and site security cases complex-wide, has adopted alternative dispute

resolution (ADR) processes to facilitate the resolution of issues at the earliest possible stage. The expanded use of ADR is part of the DOE Strategic Plan. The Department's policy is that employees have the right and responsibility to report concerns relating to the environment, safety, health, security or management of DOE operations. The OEC program activity level is based on environmental safety and health issues and possible ramp-up changes due to an increase in additional case work and functions previously handled by the Ombudsperson.

▶ **Significant Accomplishments and Program Shifts**

- Reduced long-standing employee concerns. Used calendar year 1996 figures as a baseline and reduced by 50% the number of open concerns in the 3-6 month category.
- Produced the second annual "Employee Concerns Activity Report", widely used by DOE Principals and other senior management to review the number, type, and location of safety, health, environment, and site security concerns through the DOE complex.
- Fully implemented a standard concerns tracking system. Established a uniform system to retrieve necessary information regarding employee concerns from anywhere in the DOE complex within 24 hours.
- Completed the proposed DOE Order 442.3 (to replace Order 5480.29 regarding the Department's safety and health program), and Policy Guidelines to formalize the employee concerns program. These documents will ensure common procedures and goals in the employee concerns program complex-wide.
- Mediated numerous whistleblower and equal employment opportunity (EEO) cases, reducing caseload as well as promoting the use of alternative dispute resolution processes. Specifically, out of 26 cases, 16 were successfully mediated, a 60% success rate.
- Completed and disseminated the first complex-wide employee concerns newsletter to inform employee concerns to managers, senior management, and stakeholders of significant developments in the subject area.
- Implemented a communication strategy to promote the employee concerns program by briefing the Secretary, Deputy Secretary, Field Managers, the Defense Nuclear Facilities Safety Board, DOE/Contractor counsels and participants at a whistleblower conference sponsored by American University and the Government Accountability Project.
- Completed proposed changes to the Department's Contractor Employee Protection program, including drafting responses to the public comments received as a result of the Notice of Proposed Rulemaking.
- Closed out a major DOE effort to identify and seek final resolution of "old whistleblower cases," i.e., cases involving employees alleging whistleblower reprisal between 1977 and 1992 for whom prior remedies were not available.

Program Goal

- Ensure equitable opportunities for small, minority, and women-owned businesses to compete for contracts and subcontracts.

- Stimulate a diverse work environment that ensures full participation of all employees, and create alliances with small and underutilized businesses and minority educational institutions.
- Uphold the Department's responsibilities to provide equal employment opportunity within the workplace.
- Implement the Department's whistleblower reform initiative. Continue support for the Employee Concerns Program to streamline the Department's resolution process and investigate reports of reprisals.

Program Objectives

- *Promote the Growth of Business Enterprises* — Support economic incentives for small and disadvantaged, women-owned and minority businesses through focused linkages with government-funded programs, such as the Small Business Administration and the Small Business Innovative Research Programs, and facilitate long-term investments.
- *Confirm the Department's Commitment for Excellence, Fairness and Results* — Integrate diversity in all workplace and business decisions, specifically as it relates to small business development, economic development, community outreach and involvement, educational programs and workforce opportunities.
- *Contribute to the Department's Commitment to a Policy of "Zero Tolerance"* — Implement guidance and policy, and investigate cases of reprisal against employees who raise environmental, health and safety, security and human resources issues. Implement the Department's Equal Employment Opportunity and Diversity Program Guidelines. Guidelines elaborate on policies, procedures and responsibilities for the various civil rights and diversity programs.

Funding Schedule

(dollars in thousands)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Salaries and Benefits	3,554	3,676	3,991	+315	+8.60%
Travel	86	116	116	0	+0.0%
Support Services	0	0	0	0	+0.0%
Other Related Expenses	713	908	939	+31	-3.4%
Total, Economic Impact and Diversity	4,353	4,700	5,046	+346	+7.40%
Full Time Equivalents	40	43	42	-1	-2.30%

Detailed Program Justification

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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Salaries and Benefits

Salary and Benefits provide funding for full-time permanent and other than full-time permanent employees in the following classes: salaries and wages, overtime pay, cash incentive awards, lump sum leave payments, Senior Executive Service and other performance awards, payments to funds for the benefit of employees, workman's compensation, and buyout compensation. A funding level of \$3,991,000 will be needed to maintain 42 full-time equivalent staff positions (13 FTEs will implement the Minority Economic Impact Programs; 8 FTEs will provide Small and Disadvantaged Business Utilization support activities; 3 FTEs will fulfill whistle blower reform initiatives; and 18 will support Civil Rights functions).

3,554	3,676	3,991
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Travel

Travel provides funding in the amount of \$116,000 to perform site visits regarding Research Program activities, minority educational institution assistance program activities; conduct employee discrimination complaint investigations; meet with minority business enterprise communities and financial institutions; provide support on diversity-related trips; sponsor the small and disadvantaged business management and technical assistance outreach activities; and to investigate unsafe and unhealthy whistleblower reports from field office employees.

86	116	116
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(dollars in thousands)

FY 1998	FY 1999	FY 2000
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Other Related Expenses

Other Related Expenses total funding of \$939,000 of which \$198,000 which will be used for investigating and reviewing employee discrimination complaint cases; sponsoring small and disadvantaged business exhibits, conference materials and other outreach activities; and implementing training and preparing fact-finding reports for whistle blower reform initiatives. \$741,000 provides funding for the Working Capital Fund which supports utilities, telephone, rent, supplies, equipment, printing, graphics, copying, postage, etc.

	713	908	936
Total, Program Direction	4,353	4,700	5,046

Explanation of Funding Changes from FY 1999 to FY 2000

FY 1999 vs. FY 2000 (\$000)

Salaries and Benefits

- The increase is the result of a decrease of one FTE offset by an increase for health insurance premiums, the full effect of the FY 1999 pay raise, and the partial effect of the FY 2000 pay raise. +315

Other Related Expenses

- Working Capital Fund: The increase is the result of small increases expected in the following business lines: rent, supplies, equipment and printing and graphics. +31

Total, Funding Change, Economic Impact and Diversity	+346
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Other Related Expenses

(dollars in thousands)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Office of Civil Rights	120	145	145	0	0.0%
Office of Minority Economic Impact	5	15	15	0	0.0%
Office of Small & Disadvantaged Business	10	15	15	0	0.0%
Office of Employee Concerns	15	23	23	0	0.0%
Subtotal, Other Related Expenses	150	198	198	0	0.0%
Working Capital Fund	563	710	741	+31	4.40%
Total, Other Related Expenses	713	908	939	+31	3.4%

Minority Economic Impact Program Support

Program Mission

The Office of Economic Impact and Diversity (ED) is mandated by various legislation and Executive Orders to advise the Secretary of Energy on the impacts of energy policies, programs, regulations, and other Departmental actions on under-represented communities, minority educational institutions, and small and women-owned business enterprises. ED's Program Support dollars are used for the functions of the Minority Economic Impact (MI) Programs. The mandate requires that MI: a) conducts a SocioEconomic Research and Analysis Program to develop and assess energy consumption data and integrate the data with the National Energy Modeling System to provide equity determinations and other policy-related analyses and economic assessments as specified in P.L. 95-619 Section 211; b) provides Management and Technical Assistance Programs to support minority educational activities focused at various levels of the educational pipeline and provide technical and scientific educational capabilities; and c) provides technical training, financial assistance, and small business assistance programs to enhance economic development capabilities among under represented population segments. To augment program assistance efforts, the Minority Energy Information Clearinghouse serves as a centralized repository and dissemination point and is responsible for the design and maintenance of web sites for the ED organization. In addition, coordination and implementation of the Department's environmental justice activities, as required by Executive Order 12898, continue to be implemented within ED.

Program Goal

The Office devises and leads multi-faceted programs and activities as it recognizes the fact that our Nation's ability to compete in a global economy depends on the development of our national resources among all segments of the population. The goals and objectives of ED are focused to contribute to our Nation's energy security objectives, economic prosperity, and equity determinations in energy policy decision-making. Accordingly, program elements include:

- Implement a comprehensive agency-wide scientific research and education program for the participation of minority educational institutions in Department of Energy missions and functions.
- Conduct ongoing research programs to determine the effects (including the socioeconomic and environmental effects) of national energy programs, policies, and regulations of the Department on minorities.
- Bolster and develop effective financial business incentives and initiatives to encourage minority financial institutions to link with business enterprises in facilitating long-term economic development.
- Sustain focused management and technical assistance programs with educators, to encourage youths to study in the diverse area of energy related curriculums and technologies.

- Ensure that the Department is effectively addressing the provisions of Executive Order 12898 and that environmental justice strategies are being implemented in an effective manner.
- Provide management and technical assistance to minority business enterprises to assist their communities with economic development efforts.

Program Objectives

- *Contribute to Our Nation's Energy Security and Industrial Competitiveness* — Design initiatives for scientific training and research programs in the mathematics and science disciplines; support the development of research and educational infrastructure at Historically Black Colleges and Universities (HBCUs) and minority educational institutions; establish synergistic linkages with industry and the national energy laboratories which will increase the technical capabilities of the labor force in the energy industry and improve the current critical deficient levels.
- *Enhance our Nation's Minority Educational Resources* — Support the research and educational infrastructure at secondary and post secondary educational institutions; invest in human resources at all levels of the educational curriculum through improved scientific training and research experiences in mathematics, science, and engineering for both teachers and students; and utilize the resources of Federal and private sector laboratories and energy technology industries.
- *Enhance our Nation's Energy Resources and Environmental Quality* — Continue to support the Department's National Energy Strategy by developing and implementing effective methods of determining the distribution and employment effects associated with related energy policies and programs of the Department among various population segments. Improve the analytical capability to identify cost-effective efficiency increases in various energy use sectors and also to incorporate equity issues into energy and environmental policy decisionmaking. Identify, develop, and implement programs and policy options to soften adverse impacts of energy and environmental policies, programs, and regulations on various population segments. Ensure that the Department is effectively implementing environmental justice strategies to address Executive Order 12898 on environmental justice and addressing the issues of our stakeholders.

Performance Measures

- Increase funding to Minority Institutions by 5 percent over FY 1999.
- Provide two technical assistance seminars for disadvantaged businesses to improve their performance in the energy sector of the economy on a regional basis.
- Publish, in the Code of Federal Regulations, the DOE Mentor-Protège Program.
- Enhance America's science workforce by partnering with the Department to ensure that minority serving institutions are afforded and take advantage of the Federal research, development, education and equipment opportunities for which they are eligible and increase their awards by 5 percent over FY 1998.
- 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.
- Provide expanded access to information on health related risks from operating our facilities to ensure that minority low-income populations, which may be disproportionately adversely impacted by DOE facilities, understand the Department's environmental justice goals and strategies.
- Implement the environmental justice philosophy into DOE's operational activities by: a) achieving at least 15 percent increased level of community interaction at DOE's public meetings; b) developing specific criteria for evaluating effective implementation of environmental justice principles of DOE's M&O Contractors, and c) achieving at least 10 percent increased clean-up of hazardous wastes in communities impacted by DOE's operations.

Significant Accomplishments and Program Shifts

Office of Minority Economic Impact

- ▶ **Socioeconomic Research and Analysis Program (SERAP)**
 - Analytical work at the disaggregate level will be developed to facilitate effective energy policy decision-making regarding the impact of the recent restructuring of the electric utility industry and also to focus on economic development issues regarding specific regions and different population groups.
 - Analytical tools, such as the socioeconomic data bank, will be updated and augmented to reconstitute energy consumption and expenditure details at the household level and by Census regions. This will facilitate more comprehensive forecasts of the distributive impact of energy policies, programs, and activities on different segments of the population and also address the equity issue in energy policy determinations.
 - Department of Energy's (DOE) Environmental Justice Program – Publication and dissemination of the Department of Energy's "*Subsistence and Environmental Health Newsletter*" will be

continued to address the risk communication prototype program included in DOE's Environmental Justice Strategy, dated April 1995. Specific focus will be on a) the severity of health problems associated with the consumption of contaminated fish and wildlife by some ethnic populations, b) the development of a "Web-based Resource" to address issues relating to Executive Order 12898, which focuses on environmental justice, and c) addressing DOE's strategic goal of environmental quality.

▶ **Management and Technical Assistance Program: Minority Education**

- Convene two meetings per year with educational institution presidents and interested community leaders to provide opportunities for collaboration in economic development activities.
- Implement at least one new interagency agreement between diverse educational institutions, other Federal agencies, and the energy industry for the purpose of establishing one new high technology research and development center at one of these institutions.
- Conduct at least two opportunity workshops with representatives from minority educational institutions to encourage submission of proposals within specific DOE program areas.
- Facilitate collaborative research and development efforts between educational institutions and the Department's national laboratories by sharing facilities and human resources.
- Continue the Minority Technical Education Program, emphasizing community colleges' needs to develop curricula with infrastructure support and promote partnerships with industry and national laboratories as a means of promoting economic growth in surrounding communities. In addition, increased opportunities will be provided for successful bridge programs from two-year and four-year institutions leading to careers with energy-related industries.
- Expand the Southeastern Consortium for Minorities in Engineering (SECME) program to include partnerships with other pre-college programs aimed at improving teacher training and science curricula materials.
- Facilitate efforts to expand participation of high schools in the Department's Regional and National Science Bowl competitions.
- Convene an annual meeting of minority educational institution presidents with the Secretary of Energy to discuss areas of interest for participation of their institutions.

▶ **Management and Technical Assistance Program: Business and Community Development**

- Demonstrate DOE as a model organization that fosters and embraces diversity by committing to equity, inclusion, opportunity, accommodation, and non-discrimination.
- Improve the work environment to increase productivity, enhance employee development and establish DOE as a place where women and minorities want to work.
- Promote diversity on a continuous basis in ways which are visible to the entire work force.

- Promote focused, multi-stakeholder, and self-sustaining institutional structures for minority communities.
 - Assess the status quo of minority communities to analyze and evaluate the lessons learned over the past few decades and speculate about future direction.
 - Facilitate the creation of partnerships at local, regional, and national levels among government, business, industry, and academia for the implementation and execution of activities, programs, initiatives and projects.
 - Foster more successful business opportunities, economic development, community development and enhance energy efficiency and innovative technology deployment with minority businesses.
 - Promote international business partnerships through the Africa Growth and Opportunity Act and the North American Free Trade Agreement to build minority economic development while exporting US technology.
 - Facilitate participation and support of Native American-owned and tribal controlled businesses in contract opportunities with the Department, and Historically Under-represented Business (HUB) Zones.
 - Provide outreach, training, and customer service initiatives designed to encourage minority owned firms to actively participate in electronic commerce.
- ▶ **Management and Technical Assistance Program: Bank Deposit Financial Assistance**
- Develop strategies which will be utilized in encouraging joint ventures with minority financial institutions and business communities.
 - Recommend to minority financial institutions that they increase their debt capital by providing loans to minority owned businesses in order to increase services to secondary business markets.
 - Identify eligible minority financial institutions to increase diversity of Trustee Banks.

Funding Profile

(dollars in thousands)

	FY 1998 Current Appropriation	FY 1999 Original Appropriation	FY 1999 Adjustments	FY 1999 Current Appropriation	FY 2000 Request
Minority Economic Impact	1,650	1,700	0	1,700	1,700
Total, Minority Economic Impact .	1,650	1,700	0	1,700	1,700

Public Law Authorizations:

P.L. 95-619, "National Energy Conservation Policy Act" (NECPA - 1978) Section 641 of (42 U.S.C. 7141)

P.L. 95-507, 92 Stat. 770, Small & Disadvantaged Business Utilization

P.L. 88-351, Title VII of the Civil Rights Act of 1964, as amended

Executive Orders:

12898 "Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations"

12876 "Historically Black Colleges and Universities"

12900 "Educational Excellence for Hispanic Americans"

13021 "Tribal Colleges and Universities"

Funding by Site

	(dollars in thousands)				
	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Albuquerque Operations Office	125	0	0	0	0.0%
Sandia National Laboratory	70	150	150	0	0.0%
Golden Field Office	150	150	150	0	0.0%
Total, Albuquerque Operations	345	300	300	0	0.0%
Chicago Operations Office					
Argonne National Laboratory	150	150	150	0	0.0%
Total, Chicago Operations Office	150	150	150	0	0.0%
Oakland Operations Office	400	215	215	0	0.0%
Total, Oakland Operations Office	400	215	215	0	0.0%
Oak Ridge Operations Office	55	0	0	0	0.0%
Oak Ridge National Laboratory	0	270	270	0	0.0%
Office of Scientific & Technical Information.	0	4	4	0	0.0%
Total, Oak Ridge Operations Office	55	274	274	0	0.0%
Washington Headquarters	700	761	761	0	0.0%
Total, Minority Economic Impact	1,650	1,700	1,700	0	0.0%

Site Description

Sandia National Laboratories

Sandia National Laboratories has a long history of successful partnerships with the private sector and academia, whether through relatively simple technical assistance arrangements with small business or collaborative technology development with large companies or a consortium. To make its resources more easily available to small businesses, Sandia has established a Small Business Initiative with user facility agreements to allow small business technical personnel to gain access to many of Sandia's facilities and equipment. Sandia's Energy and Environment organization supports DOE customers, other government agencies, and U.S. industry with effective science and engineering solutions that improve our national security and the quality of our environment. Sandia National Laboratories was one of the first to implement a Strategic Plan for Diversity and outreach to the neighboring community.

Argonne National Laboratory

Argonne National Laboratory, located in southwest Chicago, Illinois, is the Nation's first national laboratory, chartered in 1946. Its multi-disciplinary workforce is optimized for productivity and its management is based on objective management of performance. During the past 15 years, DOE's SocioEconomic Research and Analysis Program (SERAP) has utilized a multi-disciplinary team at Argonne to establish a unique SocioEconomic data bank, by population categories, and to generate numerous unparalleled energy policy assessment models which have provided input into Departmental decision making regarding energy policies and use patterns, energy policy impacts, and the overall issue of equity and energy policy. This information for the SERAP has been generated into PC software, in the majority of cases, to enable DOE to share the models and other information with other energy regulators, such as public utilities commissions and other energy industry organizations and congressional staff members. The information has also been disseminated to our stakeholders through DOE's National Information Clearinghouse. The data bank incorporates information from the Energy Information Administration's periodic surveys and numerous other major energy-related relevant data bases. The unique level of detail which this data bank continues to provide for the SERAP has enabled DOE to base its energy policy decisions on a disaggregate level of detail rather than at the national level. The program is mandated by P.L. 95-619, Section 211(a)(b)(c) to advise the Secretary on the effects of energy policies and regulations on various population groups.

Oakland Operations Office

The Oakland Operations Office (OAK), located in Oakland, California, is one of several operations offices nationwide dedicated to achieving U.S. Department of Energy goals through quality programs and cost-effective business management. OAK began as a small Atomic Energy Commission area office to coordinate the "Big Science" programs at Lawrence Berkeley Laboratory. As industry and new laboratories with diverse interests became established, OAK grew, becoming responsible for more contracts, nationwide programs, grants and management serving key Headquarters (HQ) customers. OAK serves the public by executing programs, performing contract management, and conducting operational oversight of National Laboratories, research and development contractors and grantees in support of Department of Energy requirements and priorities. OAK operates a cost-effective matrix support organization while servicing HQ customers. OAK's functions include integrating and coordinating HQ funding, program direction, functional policy direction, and guidance through the Financial Assistance Center.

The Office of Economic Impact and Diversity (ED) is one of OAK's key HQ customers. Oakland's financial Assistance Center is one of the Department's Center of Excellence, with the awarding and administration of numerous grants annually. In addition, OAK has significant experience in managing nationwide programs and in providing technical assistance to various educational institutions. OAK has provided program management and grant administration services to ED for over 17 years. In 1987, the Minority Honors Training and Industrial Assistance Program (Honors) was established by ED. OAK assisted in developing and competing the program nationwide, and continues to award and administer the program. The program was restructured by ED in 1993, with OAK's assistance, was competed nationwide, and renamed the Minority Technical Education Program (MTEP). As a result of nationwide competition, OAK assisted with the awarding of eight grants for this ED Program and is currently

managing the administration of the grants. The goal of MTEP is to enhance minority post-secondary two-year educational institutions capacity to increase the number of minorities in mathematics, computer sciences, life sciences or engineering careers, and to strengthen the quantity and quality of energy-related technical and academic curricula.

Oak Ridge National Laboratory

Oak Ridge National Laboratory (ORNL), based in Oak Ridge, Tennessee, is responsible for major DOE programs in energy research and development, in environmental management, biomedical and environmental sciences and technology, and numerous other areas. The staff at ORNL reflects a multi-discipline team of experts with an unceasing focus on understanding and assisting stakeholders. ORNL also collaborates with staff at the University of Tennessee. In addition, the staff also collaborates with the National Center for Environmental Decision-Making Research, which is funded by the National Science Foundation. ORNL staff assist this Office with the development of a tri-annual DOE subsistence and Environmental Health Newsletter and a related web site; a major component of a risk communication prototype program to address the severity of the problems associated with consuming contaminated fish and wildlife by some ethnic populations. This program was included in DOE's Environmental Justice Strategy for addressing Executive Order 12898 on Environmental Justice. The collaborative efforts in place at ORNL has heightened the quality and validity of the Newsletter articles which provide very focused information and a special "Readers' forum" for our readers and stakeholders to have their perspectives and information on relevant issues included in the Newsletter. Also included are activities of some States that are related to links between subsistence patterns and environmental health. Project-specific stories, participatory research involving community members and work initiated on pueblos, and urban subsistence and environmental health issues are also addressed.

The Oak Ridge National Laboratory (ORNL) is a multi-program science and technology laboratory that conducts basic and applied research and development to create scientific knowledge and technological solutions that strengthen the Nation's leadership in key areas of science; increase the availability of clean, abundant energy; restore and protect the environment and contribute to national security. ORNL collaborates with industry, universities and other Federal laboratories to pursue the Department's missions, and strives to increase awareness of cooperative research and technical assistance opportunities available for small and minority businesses. As the only national laboratory in the Southeastern U.S., ED places a strong emphasis on building collaborative relationships for businesses and minority educational institutions in this region.

Minority Economic Impact Program Support

Mission Supporting Goals and Objectives

SocioEconomic Research and Analysis Program (SERAP)

The SocioEconomic Research and Analysis Program is mandated by P.L. 95-619. In carrying out this mandate, the Department recognizes the fact that our Nation's ability to compete in a global economy depends on the development of our national resources among all segments of the population. This program will continue a minimum level of effort to develop and enhance the analytical tools and software to a) provide a credible quantitative framework for long-term analysis of energy environmental issues; b) assist the Department in building a consensus on energy issues; c) assess the impacts of energy programs, policies, legislative and regulatory proposals; d) establish innovative methods by which massive energy and SocioEconomic database systems can be integrated for long-term analyses and forecasting of energy and environmental data and other information; and e) develop a distributional analysis module for the National Energy Modeling System for impact decisions by geographic regions, low-income groups, and Native American Tribal governments. The Research and Environmental Justice Program efforts relate to the strategic goals of energy resources and addresses a continuing level of effort, as required by its legislative mandate and overall energy policy needs.

Management and Technical Assistance (M&TA)

The Management and Technical Assistance (M&TA) provides technical assistance to minority educational institutions and minority business enterprises to enable them to participate in market research, planning, economic and business analysis, and program and contract opportunities within the Department. To augment these efforts, the Minority Information Clearinghouse serves as a centralized repository and dissemination point. Enhance minority participation in the energy technology industry by supporting the research and education infrastructure at minority educational institutions. Invest in human resources at all levels of the educational curriculum through improved scientific training and research experiences in mathematics and sciences, for both students and teachers. Incorporate the technical resources of Federal and private sector laboratories and energy technology industries to assist under-represented students to pursue careers in mathematics and sciences. Encourage innovation and business entrepreneurship which will improve the level of competition in the energy arena. This program is used to develop effective mechanisms to: a) encourage and promote under represented population groups to pursue scientific and technical energy-related training at all levels of the education pipeline; and b) assert the support for small businesses by assisting them through developing a climate that is conducive to integrating their capabilities with the Department's needs.

Financial Assistance Program

The Financial Assistance Program is mandated by P.L. 95-619, to provide short-term deposits of Federal funds in minority-owned financial institutions. Under this program, non-appropriated funds obtained through consent decrees in the Economic Regulatory Administration's Petroleum Violation Escrow

Account are deposited in short-term certificates of deposit in minority financial institutions to be used as the additional capital for loans and investments in their respective minority communities. The continued level of funding is essential in order to provide eligible participants with available working capital to stimulate economic development and growth for minority business development in inner-cities.

FY 1998 and FY 1999 Significant Accomplishments

▶ SocioEconomic Research and Analysis Program (SERAP)

- Under the sponsorship of the Baltimore Urban League, two presentations were made by members of the SocioEconomic Research and Analysis (SERAP) team. Attendees at each of the presentations included elected officials, public service commissioners, public utilities executives, educators, and members of community based organizations. The presentations were made at: a) the Minority Energy Technical Assistance Program in Tucson, Arizona. Discussions focused on “SocioEconomic considerations for electric Industry Restructuring,” and other issues such as: market power, uncertainty and reliability, stranded costs, stranded benefits (low income assistance and environmental protection), aggregation, and relevant consumer information. b) The presentation at the Minority Energy Technical Assistance Program in Denver, at the Colorado Urban League focused on the overall mission of the SERAP, the legislative mandate and other rationale for the program, the objective of developing disaggregated analysis of the impact of energy policy, characterizing energy use patterns of energy use by minority households in different regions of the U.S. and the impact on the equity issue and the energy expenditure share of income by population group and Census regions and the impact of situational factors on energy consumption outcomes.
- Gave presentation at the National Center for Environmental Decision-making Research (sponsored by the National Academy of Sciences). Conducted workshop on “Challenges of Environmental Justice Issues” at the national, regional, and local levels. Interacted with Federal, Tribal and State governments, creating an organizational structure for effective interactions; and developed core performance measures.
- Developed and co-authored with DOE’s Office of Environment, Safety and Health a guidance document for DOE employees involved with environmental safety health activities on “Incorporating Environmental Justice Principles into the Comprehensive Environmental Response Compensation Liabilities Act Process.”
- Initiated the planning and development and editing of the 3rd Volume of “*Subsistence and Environmental Health*”, a U.S. Department of Energy Environmental Justice Newsletter, Fall 1998 issue. Articles focused on issues such as tradition, culture, and food safety, mercury dose reconstruction, food preservation and health, health effects of consuming fish from contaminated urban waters, in addition to more detail on fish consumption and health, such as the dangers of bioaccumulation. Approximately 3500 copies were printed, with some DOE offices requesting bulks of 100 copies for use at relevant conferences.

► **Management and Technical Assistance Program**

- Continued the Minority Technical Education Program with 8 community colleges to provide bridge programs and technical training for science and technology students.
- Continued the SECME (formerly Science and Engineering Consortium for Minorities in Engineering) program with 26 elementary, middle, and high schools in the District of Columbia and 13 middle and high schools in Prince George's County public schools, resulting in 12 high school seniors entering college to pursue science, engineering, mathematics, or technology degrees.
- Coordinated the Department's National Historically Black Colleges and Universities Program, which included a showcase of 15 HBCU exhibits of Departmental partnerships and presentation of a grant to the National Association for Equal Opportunity in Higher Education (NAFEO) to develop a science resume for HBCU students. Awarded a grant of \$140,000 to NAFEO to develop a science resume system to give graduate schools access to HBCU science and technology graduate students' resumes for greater opportunities for choice graduate school admissions and financial assistance.
- Coordinated the first District of Columbia Science Bowl with 13 District of Columbia public high schools and 1 private school.
- Sponsored a technical assistance workshop of 150 participants from 56 HBCUs during the annual conference of the National Alliance of HBCU Sponsored Program Administrators at Norfolk State University, Norfolk, Virginia.
- Partnered with the 100 Black Men of Los Angeles Education Committee to provide 23 scholarships/fellowships to high achieving minority students pursuing degrees in science, mathematics, engineering and technology degrees.
- Facilitated continued funding of the Historically Black Colleges and Universities/Minority Institutions consortium and Spelman College from the Office of Environmental Management.
- Facilitated education and building projects under the auspices of the Gore-Mbeki Bi-National Commission including expansion of a township development pilot project where U.S. government funding has complemented U.S. private sector innovation in the areas of energy efficient housing, energy small business entrepreneurship, and renewable energy training.
- Facilitated collaborative relationships with the private industry, through the International Power Institute, to study the economic, political and cultural environments in targeted developing countries in order to make appropriate technology based recommendations to provide for increased markets for U.S. technologies.
- Implemented a pilot project, CREATE 21, – Consortium for Revitalization through Advanced Technology-Based Economic Development, to assist businesses, industries and communities to adopt near-term energy efficient technologies in local communities.
- Began Phase I of a strategy that can be implemented to create more effective partnerships between minority businesses and minority educational institutions to increase and enhance entrepreneurial development for both institutions.

- Sponsored a two-month study tour for five senior members of South Africa's Department of Minerals and Energy to support South Africa in the process of rebuilding its energy sector into a key modern, market-oriented, and environmentally sensitive component of its infrastructure.
- Partnered with the Department of Justice on an interagency project in support of Native American owned businesses and interests.

► **Financial Assistance Program**

- Increased the level of funding for participating Minority Financial Institutions from \$201.4 million to \$213.4 million which represents a \$12.0 million increase over the previous fiscal year.
- The Department of Energy placed 2,246 certificate of deposits in Minority Financial Institutions which provided an infusion of capital in the communities served by participating Minority Financial Institution in 22 deposits of \$2,090.
- Expanded the Bank Deposit Financial Assistance Program by increasing by six the number of minority financial institutions participating in the Department's program.
- Provided deposits to new participating Minority Financial Institutions that will increase opportunities for small and minority businesses to obtain entrepreneurial capital as well as alternative financial services.

Funding Schedule

(dollars in thousands)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
SocioEconomic Research and Analysis Program					
Data Development and Minority Energy Assessment Models	150	150	150	0	0.0%
Management and Technical Assistance Program					
Minority Educational Institutions Support	750	808	808	0	0.0%
Minority Business and Community Devel.	570	542	542	0	0.0%
Financial Assistance Program					
Bank Deposit Financial Assistance	180	200	200	0	0.0%
Total, Minority Economic Impact	1,650	1,700	1,700	0	0.0%

Detailed Program Justification

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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SocioEconomic Research and Analysis Program

Provides funding for a quantitative framework for determining the effects of national energy policies, programs, and regulations on minorities; to provide regional socioeconomic and other information and related analysis of DOE's policies and programs, on a comparative basis; and to develop focused technical assistance relating to new energy technologies for minority businesses and minority communities.

150 150 150

Management and Technical Assistance Program

Provides funding for Minority Educational Institutions Support programs designed to broaden the participation of minorities in the Department's research, development, and demonstration and training programs through the development of improved scientific research and related capabilities at minority educational institutions.

750 808 808

Provides funding for Business and Community Development program activities which offer management and technical assistance to minority business enterprises to enhance their opportunities to participate fully in the energy programs of DOE.

570 542 542

Financial Assistance Program

Provides funding for the Bank Deposit Financial Assistance Program which provides short-term deposits of Federal funds in minority-owned financial institutions. . . .

180 200 200

Total, Minority Economic Impact

1,650 1,700 1,700

Contract Reform and Privatization Project Office

Mission Supporting Goals and Objectives

The Contract Reform and Privatization Office's (PC) mission is to act as the principle advisor to the Secretary in the formulation, guidance, and implementation of the Department's privatization and contract reform initiatives. The office represents the Department on privatization and contract reform matters in dealings with Congress, other Federal agencies, and various stakeholders. It participates in reviews at various stages of privatization projects including acquisition planning, budgeting, and the development of Requests for Proposal (RFP) and contracts, and has concurrence authority on all major procurement actions.

The PC will ensure that privatization and contract reform initiatives are conducted with the most effective and cost-efficient contracting systems, techniques and practices available for mission accomplishment, and will stimulate innovation in order to better manage change in departmental programs and to help ensure a proper allocation of risk in business and management strategies.

This office will work to strengthen and coordinate the policy, planning and guidance capabilities of the Department to provide an integrated management approach in privatization and contract reform projects to ensure the success of the Department's mission. It will also assist in addressing and meeting the critical human resources needs across the Department to successfully implement privatization and contract reform projects. In addition, the PC will provide systematic analyses of key areas of privatization and contract reform to determine whether on-going approaches should be continued, improved, or discarded.

Performance Measures

- Hire a privatization director, develop a Department-wide privatization strategy, and identify and pursue privatization opportunities.
- Establish a clearinghouse for Department-wide "lessons learned" and "best practices" that embody the work of Headquarters and Field elements, and that recognize the diversity of the Department's mission and its facilities and contractors.
- Develop and conduct relevant training sessions, workshops and conferences on diverse topics, such as proper risk allocations, financial engineering, and consistent implementation of performance measures.
- Collect, categorize, analyze, and validate "best practices" of the government and private sector, and determine the most effective manner in which they can be integrated into Department operations.
- Partner in the development of protocols for the recruitment, allocation, and deployment of jobs to meet the changing needs of the Department and in successfully implementing changing contractual practices.

Funding Schedule^a

(dollars in thousands, whole FTEs)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Salaries and Benefits		643	943	+300	+46.7%
Travel		175	175	0	0%
Support Services		2,130	1,830	-300	-14.1%
Other Related Expenses		252	252	0	0%
Total, Contract Reform and Privatization . .		3,200	3,200	0	0%
Full Time Equivalents		5	7	0	0%

Detailed Program Justification

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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Salaries and Benefits

The salaries and benefits reflect that this newly created office will require a small core group of full-time permanent employees. The resources listed here are based on the concept of a small office that would coordinate and facilitate privatization and contract reform activities throughout the Department. This category includes: salaries and wages, overtime pay, cash incentive awards, lump sum leave payments, Senior Executive Service and other performance awards, payments to funds for the benefit of employees, and workman's compensation.

643 943

Travel

Travel funds finance staff travel for Department-wide activities in contract reform and privatization areas, such as advance acquisition planning, development of site management strategies, project reviews, workshops, and training.

175 175

^aIn FY 1998, funding for this program was provided within the Environmental Management program office budget. In FY 1999, the Energy and Water Development Appropriations Act, P.L. 105-245, identified separate funds for PC.

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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Support Services

Support services will finance skills in key areas, such as finance engineering, risk allocation, complex legal and tax matters, and private sector project management expertise. These skills are limited within the Department. The plan recognizes the need to supplement the skills of the new Director and current staff with contract support on an as needed basis.

2,130 1,830

Other Related Expenses

Other related expenses will finance the acquisition of goods and services that support the office mission and are not considered support services. They include working capital fund, rent, supplies, telephone service, ADP support, etc.

252 252

Total, Program Direction

3,200 3,200

Explanation of Funding Changes FY 1999 to FY 2000

FY 2000 vs. FY 1999 (\$000)

Salaries and Benefits

- The \$300,000 increase consists of hiring 2 additional senior level employees, the partial effect of the FY 1999 pay raise, and the full effect of the FY 2000 pay raise.

+300

Support Services

- With an increase in federal staffing resources and skills mix, the reliance upon contractor Support Services will decrease accordingly in FY 2000.

-300

Total Funding Change, Contract Reform and Privatization

0

Support Services^a

(dollars in thousands)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Technical Support ^b		1,100	1,000	-100	-9.1%
Management Support ^c		700	600	-100	-14.3%
Special Studies ^d		330	230	-100	-30.3%
Total, Support Services		2,130	1,830	-300	-14.1%

Other Related Expenses^a

(dollars in thousands)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Working Capital Fund		77	77	0	0%
Training of Federal Staff		75	75	0	0%
Outreach Activities		50	50	0	0%
Acquisitions		50	50	0	0%
Total, Support Services		252	252	0	0%

^aIn FY 1998, funding for this program was provided within the Environmental Management program office budget. In FY 1999, the Energy and Water Development Appropriations Act, P.L. 105-245, identified separate funds for PC.

^bTechnical Support includes support to privatization planning projects in the areas of financial engineering analysis, risk allocation, and complex legal and tax matters as they relate to negotiations of contract reform and privatization contracts in the complex.

^cManagement Support includes training and educational development in the areas of project financing, value management, risk allocation training. It also includes putting on workshops.

^dSpecial Studies include tax analysis, alternative contracting methods, economic and environmental analysis, safety risk analysis, international privatization projects, and lessons learned with applicability to DOE.

Cost of Work for Others

Mission Supporting Goals and Objectives

The Cost of Work for Others (CWO) program provides funding to the Department of Energy's (DOE) multi-purpose field offices and national laboratories to finance the cost of products and services requested by non-DOE users, both foreign and domestic. The products and services provided by the Department under this program generally are not available from alternate sources and 1) are a revenue program which results from a budgeted mission of the Department; or, 2) are reimbursable work for non-federal entities where the sponsor is precluded by law from providing advance funding. The costs of the Cost of Work for Others program are offset by revenues received from the sale of products and services to our customers.

The goals for this program are continued access to the department's laboratory complex and availability of by-products for sale to these non-federal customers. The CWO program satisfies the needs of our non-federal customers. For this reason, performance evaluation for this work is the responsibility of our customers. The success of this program is indicated by the steady stream of business from the targeted groups.

A new activity added to the Cost of Work Program in FY 1997 was a portion of the Department's Foreign Research Reactor Spent Fuel Program. This program which involves the receipt and storage of foreign research reactor spent fuel is provided for in the Cost of Work Program only to the extent of revenues provided. In addition to the funding provided here, the Defense Environmental Management Appropriation includes \$9,200,000 in FY 1998; \$9,500,000 in FY 1999 and \$9,800,000 in FY 2000 at the Savannah River site and \$10,100,000 in FY 1998; \$8,716,000 in FY 1999 and \$7,800,000 in FY 2000 at the Idaho site, to support those activities associated with the Foreign Research Reactor Spent Fuel program which are not offset by revenues, including all costs associated with spent fuel returned from other than high income nations.

Funding Schedule
(dollars in thousands)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Products Sold:					
Savannah River Operations Office	4,080	4,561	5,149	+588	+12.9%
Services Performed:					
Albuquerque Operations Office.....	3,600	2,500	2,500	0	0.0%
Argonne National Laboratory	725	75	1,200	+1,125	+1,500.0%
Brookhaven National Laboratory....	759	1,570	968	-602	-38.3%
Chicago Operations Office	100	150	150	0	0.0%
Idaho Operations Office	0	3,100	1,800	-1,300	-41.9%
Lawrence Berkeley Laboratory ^a	4,296	9,157	1,768	-7,389	-80.7%
Lawrence Livermore Laboratory ^b ...	6,577	3,410	3,184	-226	-6.6%
Oak Ridge Operations Office	1,781	1,386	1,515	+129	+9.3%
Oak Ridge National Laboratory.....	774	2,903	3,093	+190	+6.5%
Oakland Operations Office.....	3,300	3,000	3,000	0	0.0%
Savannah River Operations Office ^c	11,478	12,500	9,700	-2,800	-22.4%
Subtotal, Services Performed.....	33,390	39,751	28,878	-10,873	-27.4%
Subtotal, Cost of Work for Others	37,470	44,312	34,027	-10,285	-23.2%
Use of Prior Year Balances.....	0	0	-6,672	-6,672	>999
Total, Cost of Work for Others	37,470	44,312	27,355	-16,957	-38.3%

^aFY 1998 reflects reduction of \$3,000,000 in budget authority to fund spent fuel receipt, storage and management activities at Savannah River.

^bFY 1998 reflects reduction of \$1,500,000 in budget authority to fund spent fuel, receipt, storage and handling activities at Savannah River.

^cFY 1998 reflects supplemental of \$5,408,000, \$4,500,000 in budget authority identified above in Departmental Administration and the use of \$1,570,000 in prior year balances. **FY 2000 Congressional Budget Cost of Work for Others**

Detailed Program Justification

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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Products Sold:

Savannah River Operations Office

# Support forest management and the sale of timber by the U.S. Forest Service. The funding level was derived based on the personnel costs for the 32 FTEs of the U.S. Forest Service who support the Savannah River timber management program, and the historical costs, adjusted for inflation, associated with contractual support for services, radio maintenance, reforestation activities surveying and monitoring of protected, endangered and threatened species, archeology surveys and various research studies.....	4,080	4,561	5,149
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Services Performed:

Albuquerque Operations Office

# Provide miscellaneous services for state and local governments, such as highly specialized computer and automation support at the Sandia and Los Alamos National Laboratories and sale of utilities to the County of Los Alamos at Los Alamos National Laboratory.....	3,600	2,500	2,500
--	-------	-------	-------

Argonne National Laboratory

# Support research activities for state and local governments such as the support of the Chemical Stockpile Emergency Preparedness Program operated by the Alabama Emergency Management Agency. The funding level was derived based on an analysis and of the expenses for providing the specific research activities requested by the State of Alabama..	725	75	1,200
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Brookhaven National Laboratory

# Provide for the sale of isotopes and the sale of foreign and domestic data bank sales. Continue to miscellaneous activities for state and local governments. The funding amount was estimated based on extensive historical data of the costs of producing these isotopes, data banks and miscellaneous services.	759	1,570	968
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Chicago Operations Office

# Provide certified reference materials used by the Nuclear community at the New Brunswick Laboratory. The level of funding was derived based on historical sales of certified reference materials and the costs associated with projected	100	150	150
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(dollars in thousands)

FY 1998	FY 1999	FY 2000
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new sales.

Idaho Operations Office

#	Receive, manage and provide interim storage of Foreign Research Reactor Spent Fuel.	0	3,100	1,800
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Lawrence Berkeley Laboratory

#	Conduct work for state and local governments and non-profit organizations including tritiation of compounds; R&D on environmental remediation; vacuum evaporation of elements on various detectors; provide high resolution scanning electron microscopy for chemical analysis of detenin for an NIH project; support NIH research on the relationship of materials used in medicine; and construction of a model to be used in sickle cell anemia research. The requested level of funding was derived using a variety of methods including: zero based budgeting, specific cost reviews with adjustments for inflation, trend analysis, and use of expert opinions in cases where an activity was not previously performed.	4,296	9,157	1,768
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Lawrence Livermore Laboratory

#	Conduct work for for state and local governments and non-profit organizations including structural inspection of dams and water contaminants for the California Dept. of Water Resources; projects supporting the California State Dept. of Transportation; research for the California State Tobacco Related Disease Program; studies on genetic defects for UC Berkeley; and measurement of samples at the Accelerator Mass Spectrometry Center at LLNL for the UC-San Francisco. The level of funding was derived based on a projection of the specific costs associated with performing the above work. These costs include: salary and benefits for lab employees, associates post doc/ graduate students, summer students, consultants, and supplemental labor; lab admin charges, subcontractors, and equipment.....	6,577	3,410	3,184
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Oak Ridge Operations Office

#	Provide miscellaneous services for state and local governments including providing treated water to the City of Oak Ridge and universities. The estimate is based on the historical operational costs adjusted for inflation of the water plant used to provide treated water to the City of Oak Ridge and analysis of the historical costs adjusted for inflation associated with providing each of the requested	1,781	1,386	1,515
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(dollars in thousands)

FY 1998	FY 1999	FY 2000
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services as stated in the statements of work to the requesting state or local government. These costs include staff resources, supplies, materials and contractual expenses.

Oak Ridge National Laboratory

Provide miscellaneous services for state and local governments including research of high temperature materials; analysis of transportation systems; magnetic fusion transportation of nuclear waste; preparation of materials for transmission electron microscopy characterization; irradiation services; and various environmental modeling, analysis and assessments. The estimate is based on an analysis of the historical costs adjusted for inflation associated with providing each of the requested services as stated in corresponding statement of work. These costs include staff resources, supplies, materials and contractual expenses required to perform the service.

	774	2,903	3,093
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Oakland Operations Office

Support particle physics collaboration with Japan and other development efforts at the Stanford Linear Accelerator Center (SLAC). The funding level is based on the historical costs of labor, materials and services required to provide these activities.

	3,300	3,000	3,000
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Savannah River Operations Office

Receive, manage and provide interim storage of Foreign Research Reactor Spent Fuel. The funding level was derived based on the historical transportation costs of a shipment from a country, unloading costs for a shipment, satellite tracking costs, and overland shipment support activities such as emergency preparedness training and other needs of the country or state involved with a shipment.

	11,478	12,500	9,700
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Total, Services Performed	33,390	39,751	28,878
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Total, Cost of Work for Others	37,470	44,312	34,027
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Explanation of Funding Changes from FY 1999 to FY 2000

FY 1999 vs. FY 2000 (\$000)

Products Sold:

Savannah River Operations Office		+588
#	Increases due to the need to: conduct additional trapping to protect timber resources; surveying and monitoring of protected, endangered and threatened species; and additional archeology surveys selected for timber operations.	
Argonne National Laboratory		
#	Increase to initiate a new project with the Alabama Emergency Management Agency	+1,125
Brookhaven National Laboratory		
#	Decrease due to projected lower level of data bank sales and no expected projects with the New York State Dept. of Transportation	-602
Idaho Operations Office		
#	Decrease due to a fewer projected number of shipments of Foreign Research Reactor Spent Fuel to this site.....	-1,300
Lawrence Berkeley Laboratory		
#	Decrease is related to a transfer of biological research at the Drosophila Center for the National Institutes of Health to Reimbursable Work	-7,389
Lawrence Livermore Laboratory		
#	Decrease due to a projected lower level of projects with the State of California and a fewer number of projects which utilize the Accelerator Mass Spectrometry Center to measure samples.....	-226
Oak Ridge Operations Office		
#	Increase due to inflation of costs required to provide the City of Oak Ridge with treated water.....	+129
Oak Ridge National Laboratory		
#	Increase due to a projected increase in the number of projects with domestic industry	+190
Savannah River Operations Office		
#	Decrease due to a fewer number of projected Foreign Research Reactor Spent Fuel shipments	-2,800
Total Funding Change, Cost of Work for Others		-10,285

Revenues Associated With Cost of Work for Others

Mission Supporting Goals and Objectives

Associated Revenues represents the full-cost recovery offset to Cost of Work for Others, the program associated with providing products and services to our customers.

Funding Schedule

(dollars in thousands)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Products Sold:					
Savannah River Operations Office.....	-7,975	-5,400	-5,800	-400	7.4%
Services Performed:					
Albuquerque Operations Office.....	-2,211	-3,010	-3,010	0	0.0%
Argonne National Laboratory	-278	-75	-1,200	-1,125	1,500.0%
Brookhaven National Laboratory.....	-261	-1,570	-968	+602	-38.3%
Chicago Operations Office	-277	-150	-150	0	0.0%
Idaho Operations Office	0	-3,100	-1,800	+1,300	-41.9%
Lawrence Berkeley Laboratory ^a	-1,719	-9,182	-1,775	+7,407	-80.7%
Lawrence Livermore Laboratory ^b	-2,524	-3,695	-3,184	+511	-13.8%
Oak Ridge Operations Office	-947	-1,437	-1,710	-273	19.0%
Oak Ridge National Laboratory	-2,209	-3,495	-3,290	+205	-5.9%
Oakland Operations Office.....	-2,104	-3,000	-3,000	0	0.0%
Savannah River Operations Office ^c	-12,774	-12,500	-9,700	+2,800	-22.4%
Subtotal, Services Performed.....	-25,304	-41,214	-29,787	+11,427	-27.7%
Total, Cost of Work for Others.....	-33,279	-46,614	-35,587	+11,027	-23.7%

^aFY 1998 reflects reduction of \$3,000,000 in revenues to fund spent fuel receipt, storage and management activities.

^bFY 1998 reflects reduction of \$1,500,000 in revenues to fund spent fuel receipt, storage and management activities.

^cFY 1998 reflects revenues are from foreign countries for spent fuel receipt, storage and management activities.
 Departmental Administration
 Cost of Work for Others/
 Associated Revenues

FY 2000 Congressional Budget

Detailed Program Justification

(dollars in thousands)

	FY 1998	FY 1999	FY 2000
Products Sold:			
Savannah River Operations Office			
# Includes revenues received from the sale of timber..	-7,975	-5,400	-5,800
 Services Performed:			
Albuquerque Operations Office			
# Includes revenue from miscellaneous services provided for state and local governments, such as highly specialized computer and automation support at the Sandia and Los Alamos National Laboratories and sale of utilities to the County of Los Alamos at Los Alamos National Laboratory.	-2,211	-3,010	-3,010
 Argonne National Laboratory			
# Reflects revenue from research activities conducted for state and local governments such as the support of the Chemical Stockpile Emergency Preparedness Program operated by the Alabama Emergency Management Agency	-278	-75	-1,200
 Brookhaven National Laboratory			
# Includes revenue from the sale of isotopes and the sale of foreign and domestic data banks and from miscellaneous research activities provided for state and local governments.	-261	-1,570	-968
 Chicago Operations Office			
# Includes revenues from the sale of certified reference materials used by the Nuclear community at the New Brunswick Laboratory.	-277	-150	-150
 Idaho Operations Office			
# Reflects revenues received from foreign countries in return for the receipt, management and interim storage of their spent research reactor fuel.	0	-3,100	-1,800
 Lawrence Berkeley Laboratory			
# Includes revenues received for work conducted for state and local governments and non-profit organizations	-1,719	-9,182	-1,775

Departmental Administration/
Cost of Work for Others/
Associated Revenues

FY 2000 Congressional Budget

(dollars in thousands)

FY 1998	FY 1999	FY 2000
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including tritiation of compounds; R&D on environmental remediation; vacuum evaporation of elements on various detectors; provide high resolution scanning electron microscopy for chemical analysis of detenin for an NIH project; support NIH research on the relationship of materials used in medicine; and construction of a model to be used in sickle cell anemia research.

Lawrence Livermore Laboratory

Includes revenues received for work conducted for state and local governments and non-profit organizations including structural inspection of dams and water contaminants for the California Dept. Of Water Resources; projects supporting the California State Dept. Of Transportation; research for the California State Tobacco Related Disease Program; studies on genetic defects for UC Berkeley; and measurement of samples at the Accelerator Mass Spectrometry Center at LLNL for the UC-San Francisco.

	-2,524	-3,695	-3,184
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Oak Ridge Operations Office

Reflects revenues received for miscellaneous services provided for state and local governments including providing treated water to the City of Oak Ridge and universities.

	-947	-1,437	-1,710
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Oak Ridge National Laboratory

Reflects revenues received for miscellaneous services provided for state and local governments including research of high temperature materials; analysis of transportation systems; magnetic fusion transportation of nuclear waste; preparation of materials for transmission electron microscopy characterization; irradiation services; and various environmental modeling, analysis and assessments.

	-2,209	-3,495	-3,290
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Oakland Operations Office

Includes revenues from particle physics collaboration with Japan and other development efforts at the Stanford Linear Accelerator Center (SLAC).

	-2,104	-3,000	-3,000
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Savannah River Operations Office

Reflects revenues received from foreign countries in return

	-12,774	-12,500	-9,700
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Departmental Administration/
Cost of Work for Others/
Associated Revenues

FY 2000 Congressional Budget

(dollars in thousands)

	FY 1998	FY 1999	FY 2000
for the receipt, management and interim storage of their spent research reactor fuel			
Subtotal - Services Performed	-25,304	-41,214	-29,787
Total, Cost of Work for Others	-33,279	-46,614	-35,587

Explanation of Funding Changes from FY 1999 to FY 2000

FY 1999 vs. FY 2000 (\$000)

Products Sold:

Savannah River Operations Office

#	Revenues increase due to a projected increase in the value of timber sales due to higher market prices	-400
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Services Performed:

Argonne National Laboratory

#	Revenues increase due to a new project with the Alabama Emergency Management Agency.....	-1,125
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Brookhaven National Laboratory

#	Revenues decrease due to a projected lower level of data bank sales and no expected projects with the New York State Dept. of Transportation	+602
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Idaho Operations Office

#	Revenues decrease due to a lower level of projected shipments of Foreign Research Reactor Spent Fuel to this site.....	+1,300
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Lawrence Berkeley Laboratory

#	Revenues decrease due to a transfer of biological research at the Drosophila Center for the National Institutes of Health to Reimbursable Work.....	+7,407
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Lawrence Livermore Laboratory

#	Revenues decrease due to a projected lower level of projects with the State of California and a fewer number of projects which utilize the Accelerator Mass Spectrometry Center to measure samples	+511
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Oak Ridge Operations Office

#	Revenues increase to reflect inflation of costs incurred to provide the City of Oak Ridge with treated water	-273
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Oak Ridge National Laboratory

#	Revenues increase is due to a projected increase in the number of projects with domestic industry	+205
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Savannah Operations Office

#	Revenues decrease reflects a fewer number of projected Foreign Research Reactor Spent Fuel shipments	+2,800
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	+11,027
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Departmental Administration/
 Cost of Work for Others/
 Associated Revenues

FY 2000 Congressional Budget

Miscellaneous Revenues

Mission Supporting Goals and Objectives

Miscellaneous Revenues are received from the sale of by-products that have no cost associated with the Departmental Administration appropriation. These items are by-products of activities funded by other on-going departmental programs and are collected as miscellaneous revenues. Included in this estimate are revenues collected from the Reimbursable Work program for added factor and depreciation.

Funding Schedule

(dollars in

thousands)

	FY 1998	FY 1999	FY 2000	\$ Change	% Change
Services Performed:					
Albuquerque Operations Office .	-681	-1,000	-1,000	0	0.0%
Idaho Operations Office.....	-9,973	-16,000	-13,000	+3,000	-18.8%
Pittsburgh	-21,845	-23,000	-30,300	-7,300	+31.7%
Added Factor and Depreciation .	-22,795	-47,916	-35,000	+12,916	-27.0%
Oak Ridge - USEC.....	-688	-1,000	-1,000	0	0.0%
Other Revenues.....	-1,614	-1,000	-1,000	0	0.0%
Total, Miscellaneous Revenues...	-57,596	-89,916	-81,300	+8,616	-9.6%

Detailed Program Justification

(dollars in thousands)

	FY 1998	FY 1999	FY 2000
Services Performed:			
Albuquerque Operations Office			
# Lease of facilities (gas and electric) to utility company at the Los Alamos National Laboratory at Albuquerque.	-681	-1,000	-1,000
Idaho Operations Office			
# Costs incurred at the Idaho Chemical Processing Plant for handling and basin storage of spent fuel cores for the Department of Navy.	-9,973	-16,000	-13,000
Pittsburgh			
# The Department of the Navy reimburses Pittsburgh for the nuclear material burn-up while the core is in operation.	-21,845	-23,000	-30,300
Added Factor and Depreciation			
# Added factor and depreciation charges collected from other federal agencies as well as non-federal entities for Reimbursable activity conducted by the Department in accordance with full-cost recovery policy.	-22,795	-47,916	-35,000
Oak Ridge Operations Office - USEC			
# Lease of facilities - including Gaseous Diffusion Plants at Oak Ridge and Portsmouth - by United States Enrichment Corporation to reimburse the Department.	-688	-1,000	-1,000
Other Revenues			
# Estimate based on current rate of collections for various miscellaneous revenues collected at all the sites.	-1,614	-1,000	-1,000
Total, Miscellaneous Revenues	-57,596	-89,916	-81,300

Departmental Administration/
 Cost of Work for Others/
 Miscellaneous Revenues

FY 2000 Congressional Budget

Explanation of Funding Changes from FY 1999 to FY 2000

	FY 1999 vs. FY 2000 (\$000)
Idaho Operations Office	
# Revenues decrease to a lower level of expected spent fuel shipments from the Navy	+3,000
Pittsburgh	
# Revenues increase due to the offloading of spent fuel assemblies from a number of larger Navy ships	-7,300
Added Factor and Depreciation	
# Revenues decrease a due to an overall decrease in reimbursable work and the increase in blanket waivers of added factor and depreciation	+12,916
Total Funding Change, Cost of Work for Others:.....	+8,616

Management and Administration

Working Capital Fund

Program Mission

This budget submission covers the activities of the Office of Management and Administration that are included in the Working Capital Fund (Fund). The Fund is a financial management tool for improving the financing and delivery of a range of common administrative services. The Fund began operation in FY 1997 with nine business lines having budgets totaling \$93 million.

Program Objectives

The objectives of the Fund include:

- Ensure that program mission budgets include a fair allocation of the costs of common administrative services;
- Improve the efficiency of administrative services by providing managers with the opportunity and responsibility to make choices on the amount, priority, and, where possible, the sources of administrative services used by their programs; and
- Expand the flexibility of the Department's budget structure to permit service providers to respond to customer needs.

Significant Accomplishments and Program Shifts

The operations and policies of the Fund are overseen by a Working Capital Fund Board composed of 11 members and chaired by the Director, Management and Administration. Since it was first convened in February 1996, the Board has adopted specific pricing policies for the various business lines. Such pricing policies form the basis for the FY 2000 submission, including the revision of FY 1998 and FY 1999 estimates. For FY 2000, Electronic Services have been separately identified, whereas they had previously been included within the Building Occupancy business line. Only contractual services costs are included in the Fund; no Federal salaries or costs to administer the Fund are included.

Recent WCF accomplishments:

- the Fund staff worked with the Chief Financial Officer to codify existing WCF financial policies and procedures and to add new policies in areas recommended for attention by the Inspector General. These policies and procedures were adopted by the Board during the December 10, 1998 meeting.
- The metrics for the WCF business lines show program customers continue to respond to incentives, though with a smaller fall-off in consumption levels than in FY 1997 when the Fund was first in operation.

- ▶ Mail: Headquarters use of USPS for outgoing mail and use of internal distribution within DOE have both dropped off, and there has also been a decline in the number of mail stops and a large decrease in incoming USPS mail requiring sorting and distribution.
 - ▶ Copying: While the number of separate machines has grown gradually, the number of copies generated continued to decline.
 - ▶ Information Management infrastructure: WCF customers continued to reduce telephone connections, and LAN connections also decreased for the first time. However, actual usage indicators increased.
 - ▶ Contract Closeout: The inventory of Headquarters contracts awaiting closeout continued to decline.
- Prices have generally remained stable except for decreases announced for mail distribution, electronic services, and local telephone calls.

Table 1 summarizes projected costs by business line and Table 2 summarizes costs by customer organization. These cost estimates represent the best projections currently available, but are subject to change based on customer decision regarding the mix, level, and source of services employed to support mission programs. In some cases, customers may choose to acquire services outside the Fund, and in other cases, customers may make tradeoffs to expand their use of Fund services in order to reduce other costs, including travel or contractual services. Furthermore, customers already appear to have made tradeoffs within the services provided through the Fund, including reduced use of paper and copying through increased reliance on electronic communication.

For each business line, three cost estimates are provided for each customer organization in Tables 3 through 14. These estimates are all based on current pricing policies and business structure decisions made by the Board.

- FY 1998 actual billing
- FY 1999 Estimate 11/98
- FY 2000 Estimate 11/98

Working Capital Fund Budget by Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 1: Business Line			
Telephones	6,605	6,608	6,608
Networking	3,104	3,059	3,059
Desktop	1,479	1,329	1,329
Electronic Services	1,224	903	903
Building Occupancy	54,297	55,335	56,072
Supplies	2,777	2,777	2,777
Copiers	2,696	2,423	2,423
Mail Services	1,860	1,881	1,983
Printing and Graphics	3,338	3,478	3,478
Contract Closeout	449	621	621
Payroll and Personnel	1,939	2,054	2,208
Corporate Executive Information System	0	94	94
Total Working Capital Fund	79,768	80,562	81,555

Working Capital Fund Budget by Organization

(dollars in thousands)

FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 2: Program Organization

Office of the Secretary	891	880	929
Board of Contract Appeals	179	173	164
Bonneville Power Administration	139	136	139
Chief Financial Officer	2,400	2,391	2,362
Civilian Radioactive Waste Management	1,876	1,473	1,496
Congressional & Intergovernmental Affairs	750	747	759
Contract Reform and Privatization	2	83	84
Counterintelligence	15	580	692
Defense Programs	4,441	4,411	4,379
Economic Impact and Diversity	724	729	741
Energy Efficiency	5,646	5,763	5,816
Energy Information Administration	7,520	7,242	7,190
Environmental Management	7,218	6,720	7,085
Environment, Safety, and Health	4,474	4,479	4,763
Field Management	1,000	1,008	1,038
Fissile Materials Disposition	485	547	557
Fossil Energy	2,905	3,035	3,047
General Counsel	2,833	2,932	2,985
Hearings and Appeals	1,027	938	921
Inspector General	1,637	1,667	1,680
Intelligence	21	1,118	1,374
Management and Administration	17,022	17,111	16,937
Naval Reactors	477	490	504
Nuclear Energy	1,417	1,391	1,357
Nuclear Nonproliferation	7,308	7,499	7,509
Other PMAs	0	36	42
Policy	1,925	1,887	1,914
Public Affairs	890	874	884
Science	3,266	3,189	3,118
Secretary of Energy Advisory Board	237	246	253
Western Area Power Administration	569	390	419
Worker Transition	474	397	417
Total Working Capital Fund	79,768	80,562	81,555

Telephones

Description

The telephone business line is the telephone company for DOE Headquarters. It comprises an infrastructure connecting two main headquarters buildings and satellite buildings for internal dialing and commercial basic line service. The infrastructure includes communication networks, installed telephone processing switching equipment, and trained technical personnel. Infrastructure levels are expected to adjust over time to the planned reduction in the numbers of Headquarters facilities. Services included are adding new users, moving existing users, and changing features or functionality, and repair service for dial tone trouble calls. Commercial line service includes local, long distance, FTS, and international dialing provided and controlled through the Headquarters Information Exchange System. Specialized services include operator-assisted calls, voice mail, 3-way calling, call forwarding, and automatic ring back, among others.

Board Pricing Policy

Telephone system costs are allocated to Headquarters offices based upon three categories:

- Headquarters telephone system infrastructure costs, which are composed of: (a) the cost of the leased telecommunications circuits connecting the Headquarters buildings to the internal telephone system, including the CENTREX telephone line charges for staff located in leased facilities; (b) the cost of leased telecommunications circuits that support local, long distance and international calling; and © the cost of the technical staff who operate the Headquarters telephone switches, and install and repair the telephone wiring plant, are allocated among program organizations based on the number of active telephone lines as a per line monthly charge. Since the Fund's inception, program customers have been validating, and reducing, the number of active phone lines.
- The costs of dedicated communication circuits are be allocated to those organizations requesting installation of such lines.
- All long distance, local, and international calls are allocated to the originating telephones and thus to programs based on the actual billing information received by the Department.

Table 3 provides the estimated telephone charges for each organization in Headquarters.

Working Capital Fund Budget by Function

(dollars in thousands)

FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 3: Telephones

Office of the Secretary	63	59	59
Board of Contract Appeals	5	5	5
Bonneville Power Administration	12	13	13
Chief Financial Officer	232	227	227
Civilian Radioactive Waste Management	151	146	146
Congressional & Intergovernmental Affairs	51	51	51
Contract Reform and Privatization	0	3	3
Counterintelligence	0	27	27
Defense Programs	513	504	504
Economic Impact and Diversity	46	48	48
Energy Efficiency	424	452	452
Energy Information Administration	537	516	516
Environmental Management	637	616	616
Environment, Safety, and Health	425	424	424
Field Management	51	46	46
Fissile Materials Disposition	25	28	28
Fossil Energy	258	263	263
General Counsel	189	172	172
Hearings and Appeals	44	43	43
Inspector General	103	148	148
Intelligence	0	41	41
Management and Administration	1,174	1,127	1,127
Naval Reactors	139	140	140
Nuclear Energy	180	182	182
Nuclear Nonproliferation	764	744	744
Policy	155	151	151
Public Affairs	29	29	29
Science	349	352	352
Secretary of Energy Advisory Board	10	11	11
Western Area Power Administration	10	10	10
Worker Transition	29	30	30
Total Working Capital Fund	6,605	6,608	6,608

Networking

Description

Networking provides:

- Connectivity for DOE Headquarters through Local and Wide Area Networks. This connectivity provides interoperability for 86 organizational Local Area Network (LAN) segments in two main headquarters and 12 satellite buildings, and connectivity to the Headquarters mainframe systems. There are approximately 7,000 LAN connections in Headquarters.
- Access to the Internet and World Wide Web, Electronic mail, and DOECast for information sharing through the LAN backbone infrastructure.
- Interface services and communications links to field sites, other government agencies, and public/private business partners.

Board Pricing Policy

Networking charges represent infrastructure costs which are composed of: (1) the cost of the leased telecommunications circuits connecting the Headquarters metropolitan area locations (including the Germantown campus) into the network backbone system; (2) the cost of maintaining the common network infrastructure components (routers, switches, bridges, hub-mail routing servers, etc.); and (3) the cost of providing the technical staff who install and repair network connections and monitor/operate the various common network components. These charges will be allocated among program organizations based on the number of active local area network (LAN) connections as a per connection monthly charge. Since the Fund's inception, program customers have been validating the number of active LAN connections.

Table 4 provides the estimated networking charges for each organization in Headquarters.

Working Capital Fund Budget by Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 4: Networking			
Office of the Secretary	35	18	18
Board of Contract Appeals	0	0	0
Bonneville Power Administration	0	0	0
Chief Financial Officer	157	130	130
Civilian Radioactive Waste Management	104	106	106
Congressional & Intergovernmental Affairs	16	17	17
Contract Reform and Privatization	0	3	3
Counterintelligence	0	6	6
Defense Programs	297	294	294
Economic Impact and Diversity	27	27	27
Energy Efficiency	224	256	256
Energy Information Administration	1	2	2
Environmental Management	350	321	321
Environment, Safety, and Health	272	265	265
Field Management	39	35	35
Fissile Materials Disposition	16	16	16
Fossil Energy	123	126	126
General Counsel	102	96	96
Hearings and Appeals	34	42	42
Inspector General	78	83	83
Intelligence	0	0	0
Management and Administration	692	638	638
Naval Reactors	0	0	0
Nuclear Energy	93	94	94
Nuclear Nonproliferation	66	109	109
Policy	67	67	67
Public Affairs	16	17	17
Science	270	269	269
Secretary of Energy Advisory Board	7	7	7
Western Area Power Administration	0	0	0
Worker Transition	18	15	15
Total Working Capital Fund	3,104	3,059	3,059

Desktop Support

Description

Desktop Support contains three components: Workstation Infrastructure, Technology Training, and Maintenance of Desktop Workstations:

- Workstation Infrastructure
 - ▶ Provides media decontamination service, live test demonstrations of emerging technology, virus investigation and control, tactical hardware and software analysis and evaluations, and disk media recovery services.
 - ▶ Provides a centralized “Help Desk” service for ordering hardware repairs, technical support of software products used throughout Headquarters, and reporting of telephone system and Local Area Network (LAN) problems.
- Technology Training
 - ▶ Develops and delivers technical training courses, including new courses, enhanced courses, and revision of course materials, in the office automation environment to reflect software upgrades and enhancements.
 - ▶ Offers technical training and publishes a Departmental Training Information System course catalog and Information Management Technology Training Bulletins of class descriptions and schedules.
 - ▶ Offers Local Area Network-Based Computer Based Training .
 - ▶ Coordinates and schedules specialized training including individualized instruction and training that may be requested from or for employees with special needs.
- Maintenance of Desktop Work Stations
 - ▶ Installation, repair, upgrades, disconnections and reconnections to Desktop systems.
 - ▶ Loaner equipment when compatible equipment is available from the maintenance shops and customer equipment cannot be repaired within 24 hours.
 - ▶ Time & Material services per fee schedule including relocations, repairs to peripherals, repairs to facsimile equipment.
 - ▶ Maintenance contracts with third party vendors to service specialized equipment per customer request.
 - ▶ Warranty coordination service for repairs covered under vendor warranty. This includes returning equipment for such repair and assuring that the work has been done when the equipments returns from the vendor, and reinstallation of the product for the user after repairs have been completed.

Board Pricing Policy

- Certain expenses, such as virus protection, adaptive workstation support, and half of the Help Desk (Software HOTLINE) costs, are infrastructure and allocated among programs by the number of workstations.
- Training services are charged on a user fee basis.
- Customers have the choice of three options for maintenance of desktop workstations:
 - Annual Subscription: Maintenance fee per workstation for microcomputer workstation repair or portable notebook computer, with or without docking station, to include (a) onsite repair; (b) loaner equipment, when available, for equipment that will be out of service for more than 24 hours; and (c) installation of compatible upgrade components.
 - Warranty Service: Warranty maintenance administration is offered and covers performance of all vendor required diagnostics, picking up, packaging, shipping, tracking and ensuring return of hardware shipped off-site for warranty maintenance, as well as installation upon return.
 - Time and Materials: Devices as well as desktop units not elected to be covered under Desktop Services subscription, may be covered under a pay as you use Time and Material contract, based on an hourly labor rate.
- Finally, the remaining half of Help Desk (Hardware HOTLINE) costs referenced in the first bullet completes this second component.

Table 5 provides the estimated desktop charges for each organization in Headquarters.

Working Capital Fund Budget by Function

(dollars in thousands)

FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 5: Desktop

Office of the Secretary	9	8	8
Board of Contract Appeals	2	2	2
Bonneville Power Administration	0	0	0
Chief Financial Officer	47	49	49
Civilian Radioactive Waste Management	29	25	25
Congressional & Intergovernmental Affairs	23	3	3
Contract Reform and Privatization	0	0	0
Counterintelligence	0	2	2
Defense Programs	82	97	97
Economic Impact and Diversity	17	16	16
Energy Efficiency	146	92	92
Energy Information Administration	8	9	9
Environmental Management	173	188	188
Environment, Safety, and Health	50	48	48
Field Management	8	7	7
Fissile Materials Disposition	9	8	8
Fossil Energy	116	86	86
General Counsel	31	26	26
Hearings and Appeals	6	5	5
Inspector General	43	38	38
Intelligence	0	14	14
Management and Administration	432	331	331
Naval Reactors	0	0	0
Nuclear Energy	27	23	23
Nuclear Nonproliferation	118	140	140
Policy	29	31	31
Public Affairs	8	9	9
Science	57	62	62
Secretary of Energy Advisory Board	1	2	2
Western Area Power Administration	0	0	0
Worker Transition	8	8	8
Total Working Capital Fund	1,479	1,329	1,329

Electronic Services

Description

Pending a change in policy, the Electronic Services includes repair and maintenance of Headquarters radio communications and electronic equipment.

Board Pricing Policy

In FY 1997 and FY 1998, electronic services costs were included in the Building Occupancy business line as indirect cost allocated in proportion to direct costs. We have broken out Electronic Services in FY 1999 and FY 2000 as a separate business, but have used the prior methodology, proration by direct Building Occupancy costs, as the allocation method.

Table 6 provides the estimated electronic services charges for each organization in Headquarters.

Working Capital Fund Budget by Function

(dollars in thousands)

FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 6: Electronic Services

Office of the Secretary	14	11	11
Board of Contract Appeals	4	3	3
Bonneville Power Administration	2	2	2
Chief Financial Officer	33	24	24
Civilian Radioactive Waste Management	21	16	16
Congressional & Intergovernmental Affairs	12	9	9
Contract Reform and Privatization	2	1	1
Counterintelligence	15	8	8
Defense Programs	57	44	44
Economic Impact and Diversity	10	8	8
Energy Efficiency	83	63	63
Energy Information Administration	119	83	83
Environmental Management	96	67	67
Environment, Safety, and Health	71	50	50
Field Management	14	11	11
Fissile Materials Disposition	6	6	6
Fossil Energy	40	30	30
General Counsel	47	36	36
Hearings and Appeals	14	10	10
Inspector General	27	19	19
Intelligence	21	16	16
Management and Administration	276	205	205
Naval Reactors	7	5	5
Nuclear Energy	21	14	14
Nuclear Nonproliferation	121	93	93
Policy	29	22	22
Public Affairs	9	7	7
Science	42	31	31
Secretary of Energy Advisory Board	3	2	2
Western Area Power Administration	2	2	2
Worker Transition	6	5	5
Total Working Capital Fund	1,224	903	903

Building Occupancy

Description

The core services in the Building Occupancy Business Line include space, utilities such as heat and electricity, cleaning services, snow removal, maintenance, pest control, trash removal, and waste recycling. Engineering and facilities services provided are drafting, construction, engineering, lock repair and key management, safety and occupational health, and conference support.

Board Pricing Policy

There are three components to the Board policy:

- On a building-by-building basis, direct rental value of the space assigned to each organization is calculated, based on the actual rent charged to the Department by the General Services Administration. Customer rent costs are based on areas expected to be assigned to each organization on October 1 of the Fiscal Year.
- Then the common use space costs in each building are divided among the tenants of that building based on their proportional shares of direct rent costs.
- Certain additional costs, such as common area alterations and health and life safety programs and the like, are allocated as a prorata addition to the building-by-building charges described above.

The changes from FY 1999 to FY 2000 primarily reflect new General Services Administration rental policies.

Table 7 provides the estimated building occupancy charges for each organization in Headquarters.

Working Capital Fund Budget by Function

(dollars in thousands)

FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 7: Building Occupancy

Office of the Secretary	652	666	710
Board of Contract Appeals	165	160	152
Bonneville Power Administration	101	103	105
Chief Financial Officer	1,461	1,509	1,473
Civilian Radioactive Waste Management	1,353	992	1,008
Congressional & Intergovernmental Affairs	526	538	546
Contract Reform and Privatization	0	75	76
Counterintelligence	0	485	593
Defense Programs	2,724	2,727	2,660
Economic Impact and Diversity	455	465	472
Energy Efficiency	3,704	3,857	3,904
Energy Information Administration	5,360	5,087	5,035
Environmental Management	4,649	4,118	4,440
Environment, Safety, and Health	3,083	3,059	3,339
Field Management	666	672	683
Fissile Materials Disposition	278	368	374
Fossil Energy	1,761	1,841	1,850
General Counsel	2,214	2,190	2,240
Hearings and Appeals	693	616	591
Inspector General	1,169	1,194	1,200
Intelligence	0	996	1,249
Management and Administration	12,469	12,617	12,429
Naval Reactors	296	306	317
Nuclear Energy	862	835	793
Nuclear Nonproliferation	5,437	5,684	5,695
Policy	1,320	1,348	1,369
Public Affairs	404	410	416
Science	1,902	1,888	1,803
Secretary of Energy Advisory Board	139	142	145
Western Area Power Administration	108	110	112
Worker Transition	346	277	293
Total Working Capital Fund	54,297	55,335	56,072

Supplies

Description

This business operates self service stores which carry a wide variety of consumable office products. At customers' request, we also acquire speciality items that are not stocked in the stores. Products carried are based on review of equipment in the agency inventory and customer requests.

Board Pricing Policy

Each organization pays for supplies purchased by its employees. The price charged includes the cost of the items and the distributed cost of operating the stores; that is the cost of the contractor staff, and warehouse storage and distribution of supplies.

Table 8 provides the estimated supplies charges for each organization in Headquarters.

Working Capital Fund Budget by Function

(dollars in thousands)

FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 8: Supplies

Office of the Secretary	15	15	15
Board of Contract Appeals	1	1	1
Bonneville Power Administration	4	4	4
Chief Financial Officer	95	95	95
Civilian Radioactive Waste Management	34	34	34
Congressional & Intergovernmental Affairs	22	22	22
Contract Reform and Privatization	0	0	0
Counterintelligence	0	0	0
Defense Programs	222	222	222
Economic Impact and Diversity	30	30	30
Energy Efficiency	220	220	220
Energy Information Administration	259	259	259
Environmental Management	233	233	233
Environment, Safety, and Health	177	177	177
Field Management	14	14	14
Fissile Materials Disposition	11	11	11
Fossil Energy	112	112	112
General Counsel	77	77	77
Hearings and Appeals	8	8	8
Inspector General	43	43	43
Intelligence	0	0	0
Management and Administration	588	588	588
Naval Reactors	5	5	5
Nuclear Energy	45	45	45
Nuclear Nonproliferation	291	291	291
Policy	73	73	73
Public Affairs	19	19	19
Science	159	159	159
Secretary of Energy Advisory Board	6	6	6
Western Area Power Administration	1	1	1
Worker Transition	13	13	13
Total Working Capital Fund	2,777	2,777	2,777

Photocopy

Description

Provision of

- staffed copy centers at Forrestal, Germantown and L'Enfant Plaza capable of reproducing 25,000 impressions per document. Products available at these centers are: Black and white copies up to 11x17, multiple color copies up to 11x17, colored and white recycled stock, tape binding, velobinding (self service), comb (spiral) binding, 3 ring binding, 3-hole punching, tab creation and insertion, optical scanning of paper copy documents, document storage on tape and CD-rom, digital printing system, transparencies for vu-graphs.
- Centralized (Walkup) Copy Rooms.
- Dedicated (Customer-Assigned) Copiers including needs assessment analysis to determine workload and most appropriate equipment.

Board Pricing Policy

Each office pays the full cost to maintain and supply its assigned dedicated copiers. For walkup and staffed copiers, a cost per copy is calculated and programs are charged based on the number of copies made by program staff.

Table 9 provides the estimated photocopy charges for each organization in Headquarters.

Working Capital Fund Budget by Function

(dollars in thousands)

FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 9: Copiers

Office of the Secretary	44	49	49
Board of Contract Appeals	1	1	1
Bonneville Power Administration	0	0	0
Chief Financial Officer	142	77	77
Civilian Radioactive Waste Management	40	44	44
Congressional & Intergovernmental Affairs	61	69	69
Contract Reform and Privatization	0	0	0
Counterintelligence	0	33	33
Defense Programs	180	125	125
Economic Impact and Diversity	43	22	22
Energy Efficiency	225	219	219
Energy Information Administration	171	179	179
Environmental Management	267	231	231
Environment, Safety, and Health	153	135	135
Field Management	15	15	15
Fissile Materials Disposition	35	20	20
Fossil Energy	79	76	76
General Counsel	48	46	46
Hearings and Appeals	16	16	16
Inspector General	31	31	31
Intelligence	0	1	1
Management and Administration	397	361	361
Naval Reactors	0	0	0
Nuclear Energy	76	78	78
Nuclear Nonproliferation	219	198	198
Policy	57	55	55
Public Affairs	262	209	209
Science	100	100	100
Secretary of Energy Advisory Board	16	16	16
Western Area Power Administration	1	0	0
Worker Transition	17	17	17
Total Working Capital Fund	2,696	2,423	2,423

Mail Services

Description

The DOE Mail Center provides a variety of mail services for all official and other authorized mail for the Department of Energy and its employees. The services provided include the processing of all incoming postal mail, outgoing official mail, internal mail processing, accountable mail processing, pouch mail, a variety of overnight express mail services, directory services, and pick-up and delivery services.

Board Pricing Policy

Mail service pricing has three components: Offices pay the actual dollar meter value for outgoing United States Postal Service mail; the actual cost for Federal Express or other special mail; and pay for internal mail distribution based on the number of mail stops.

Table 10 provides the estimated mail services charges for each organization in Headquarters. These estimates reflect the United States Postal Service's proposed increase for first class mail.

Working Capital Fund Budget by Function

(dollars in thousands)

FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 10: Mail Services

Office of the Secretary	16	13	17
Board of Contract Appeals	0	0	0
Bonneville Power Administration	13	12	14
Chief Financial Officer	86	85	89
Civilian Radioactive Waste Management	23	20	24
Congressional & Intergovernmental Affairs	30	26	30
Contract Reform and Privatization	0	0	0
Counterintelligence	0	10	14
Defense Programs	37	34	38
Economic Impact and Diversity	47	44	48
Energy Efficiency	157	198	202
Energy Information Administration	172	169	173
Environmental Management	90	130	134
Environment, Safety, and Health	70	75	79
Field Management	19	12	16
Fissile Materials Disposition	21	18	22
Fossil Energy	60	57	61
General Counsel	26	157	161
Hearings and Appeals	23	14	18
Inspector General	50	23	27
Intelligence	0	10	14
Management and Administration	481	403	401
Naval Reactors	0	0	0
Nuclear Energy	34	31	35
Nuclear Nonproliferation	151	110	114
Policy	76	57	61
Public Affairs	41	38	42
Science	94	93	97
Secretary of Energy Advisory Board	14	17	21
Western Area Power Administration	11	10	12
Worker Transition	18	15	19
Total Working Capital Fund	1,860	1,881	1,983

Printing and Graphics

Description

The printing and graphics business line provides procurement and liaison with commercial printers through the Government Printing Office. It also provides design and development of pre-press graphics, electronic forms and exhibits, and court reporting services. Contractor staff distribute in-house-produced materials as well as materials produced by other government agencies. This business line also provides professional photography, lab technicians, portrait studio operations, and graphics visual aids and presentation materials. Centralized visual archives are provided by through a staffed repository of general interest photos.

Board Pricing Policy

Organizations pay for direct printing costs and Federal Register costs. Additionally for graphics services, programs pay maintenance and depreciation costs on graphics equipment as a percentage allocation of costs incurred in the previous fiscal year.

Table 11 provides the estimated printing and graphics charges for each organization in Headquarters.

Working Capital Fund Budget by Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 11: Printing and Graphics			
Office of the Secretary	40	34	34
Board of Contract Appeals	0	0	0
Bonneville Power Administration	1	2	2
Chief Financial Officer	107	117	117
Civilian Radioactive Waste Management	78	43	43
Congressional & Intergovernmental Affairs	4	4	4
Contract Reform and Privatization	0	0	0
Counterintelligence	0	2	2
Defense Programs	50	42	42
Economic Impact and Diversity	39	43	43
Energy Efficiency	343	266	266
Energy Information Administration	789	818	818
Environmental Management	310	278	278
Environment, Safety, and Health	120	96	96
Field Management	30	19	19
Fissile Materials Disposition	81	65	65
Fossil Energy	177	196	196
General Counsel	59	83	83
Hearings and Appeals	181	179	179
Inspector General	51	43	43
Intelligence	0	6	6
Management and Administration	286	597	597
Naval Reactors	3	0	0
Nuclear Energy	35	43	43
Nuclear Nonproliferation	76	85	85
Policy	84	48	48
Public Affairs	98	132	132
Science	196	143	143
Secretary of Energy Advisory Board	40	42	42
Western Area Power Administration	48	43	43
Worker Transition	12	9	9
Total Working Capital Fund	3,338	3,478	3,478

Contract Closeout

Description

The contract closeout business line is the final stage in contract administration support for DOE Headquarters elements. Services include ensuring that all contracted products and services have been delivered and that costs incurred by the contractor are allowable and justified. Then, any remaining unexpended funds obligated under the contract are released.

Board Pricing Policy

Each Headquarters element pays for actual closeout cost, determined by the unit price of each contract instrument type and negotiated level of service.

Table 12 provides the estimated contract closeout charges for each organization in Headquarters.

Working Capital Fund Budget by Function

(dollars in thousands)

FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 12: Contract Closeout

Office of the Secretary	0	0	0
Board of Contract Appeals	0	0	0
Bonneville Power Administration	0	0	0
Chief Financial Officer	12	25	25
Civilian Radioactive Waste Management	14	12	12
Congressional & Intergovernmental Affairs	0	0	0
Contract Reform and Privatization	0	0	0
Counterintelligence	0	0	0
Defense Programs	14	14	14
Economic Impact and Diversity	4	19	19
Energy Efficiency	45	45	45
Energy Information Administration	48	52	52
Environmental Management	11	38	38
Environment, Safety, and Health	0	87	87
Field Management	11	15	15
Fissile Materials Disposition	0	0	0
Fossil Energy	50	94	94
General Counsel	16	16	16
Hearings and Appeals	1	0	0
Inspector General	5	1	1
Intelligence	0	0	0
Management and Administration	142	142	142
Naval Reactors	0	0	0
Nuclear Energy	18	18	18
Nuclear Nonproliferation	8	8	8
Policy	19	15	15
Public Affairs	0	0	0
Science	28	17	17
Secretary of Energy Advisory Board	0	0	0
Western Area Power Administration	0	0	0
Worker Transition	3	3	3
Total Working Capital Fund	449	621	621

Payroll Processing and Personnel Costs

Description

This business line integrates three areas of service.

- **Payroll Services:** Prepares civilian payrolls based on authenticated documentation. Computes, deposits, and reports Federal, State, and local income taxes. Maintains employee records related to Civil Service and Federal Employees Retirement Systems, reports retirement information to the Office of Personnel Management, and performs reconciliation of account balances with Office of Personnel Management and Treasury. Accounts and reports employee's health benefit coverage, thrift savings plans, and unemployment compensation, among other non salary employee payments. Maintains donated leave subsystem. Maintains and operates the Department's system of allocating payroll costs to the proper appropriation.
- **Personnel Services:** All personnel services will continue to be carried out by Federal employees and therefore do not fall under the Working Capital Fund payroll and personnel business line. Detailed employee information and Office of Personnel Management regulations are critical inputs to payroll and personnel services. Information systems which support this effort are outdated and unable to support Year 2000 compliance. The Department has embarked on an integrated, long-term solution to these problems since FY 1997.
- **Personnel and Payroll Information:** Implements state-of-the-art Corporate Human Resource Information System utilizing PeopleSoft commercial-off-the-shelf software and a data repository, DOEInfo. The systems development will implement personnel, payroll, and time and labor processes in conformance with the Department's business practices. The software provides the full range of personnel office services to include personnel action processing, staffing, classification, recruitment, performance management, training administration; employee relations support; health and safety/workers' compensation; career succession and planning; and skills inventory; payroll; and, time and attendance. Once complete the integrated system will provide accurate and timely pay to employees, meet regulatory reporting requirements in a timely and accurate manner, improve the integrity of human resource information; streamline business processes, eliminate non-value added work, transition to a paperless desktop work environment, eliminate redundant systems across the Department, and provide real-time reporting and information access to support management decision-making.

Board Pricing Policy

Costs for this business are allocated by distributing total costs to each program on the basis of their employment levels at the end of the previous fiscal year. For estimating purposes, the business is using employment targets developed during the budget cycle.

Table 13 provides the estimated distribution of costs by program customer.

Working Capital Fund Budget by Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 13: payroll and Personnel			
Office of the Secretary	3	5	7
Board of Contract Appeals	1	1	0
Bonneville Power Administration	6	0	0
Chief Financial Officer	28	35	38
Civilian Radioactive Waste Management	29	30	33
Congressional & Intergovernmental Affairs	5	7	7
Contract Reform and Privatization	0	0	0
Counterintelligence	0	1	2
Defense Programs	265	308	338
Economic Impact and Diversity	6	7	8
Energy Efficiency	75	90	93
Energy Information Administration	56	65	62
Environmental Management	402	468	508
Environment, Safety, and Health	53	62	62
Field Management	133	161	176
Fissile Materials Disposition	3	5	5
Fossil Energy	129	152	152
General Counsel	24	32	31
Hearings and Appeals	7	4	8
Inspector General	37	44	47
Intelligence	0	6	6
Management and Administration	85	100	108
Naval Reactors	27	34	37
Nuclear Energy	26	26	29
Nuclear Nonproliferation	57	64	60
Other PMAs	0	36	42
Policy	16	19	21
Public Affairs	4	5	5
Science	69	69	79
Secretary of Energy Advisory Board	1	1	1
Western Area Power Administration	388	213	239
Worker Transition	4	4	4
Total Working Capital Fund	1,939	2,054	2,208

Corporate Executive Information System

Description

The Corporate Executive Information System (EIS) provides Departmental executives and senior managers immediate access to business information at their desktops. The Corporate EIS supports summary level analyses for management business decisions and provides information for external summary level reporting and inquiries. Currently, the Corporate EIS provides information on eight functional business areas by integrating data from six Departmental source systems. Plans provide for the functional business areas to be expanded to incorporate additional business information (both financial and programmatic) as Departmental manager identify their business information requirements. Business information and source systems providing information to the EIS will be expanded to provide for the new information requirements.

Board Pricing Policy

There are three components to the policy:

- On a per user basis, each organization will be charged for annual operational costs of the system. These costs will include software maintenance, operations and maintenance, and hardware upgrades. The operating costs will be distributed to the budgeted user base to derive annual per user costs.
- Each organization will be responsible for payment of user costs and such costs will be paid to the WCF account.
- An agreement between the WCF Business line Fund Manager, the WCF Business Line Service Manager, and Departmental organizations will be prepared and approved by all parties participating as managers and customers of the WCF account.

Table 14 provides the estimated distribution of costs by program customer.

Working Capital Fund Budget by Function

(dollars in thousands)

FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 14: Corporate Executive Information System

Office of the Secretary	1	1
Board of Contract Appeals	0	0
Bonneville Power Administration	0	0
Chief Financial Officer	18	18
Civilian Radioactive Waste Management	4	4
Congressional & Intergovernmental Affairs	0	0
Contract Reform and Privatization	0	0
Counterintelligence	0	0
Defense Programs	2	2
Economic Impact and Diversity	0	0
Energy Efficiency	4	4
Energy Information Administration	2	2
Environmental Management	32	32
Environment, Safety, and Health	1	1
Field Management	1	1
Fissile Materials Disposition	2	2
Fossil Energy	1	1
General Counsel	2	2
Hearings and Appeals	0	0
Inspector General	0	0
Intelligence	0	0
Management and Administration	5	5
Naval Reactors	0	0
Nuclear Energy	3	3
Nuclear Nonproliferation	6	6
Policy	1	1
Public Affairs	0	0
Science	6	6
Secretary of Energy Advisory Board	1	1
Western Area Power Administration	0	0
Worker Transition	2	2
Total Working Capital Fund	0	94
	0	94

Working Capital Fund Estimates by Customer

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 1: Office of the Secretary

Telephones	63	59	59
Networking	35	18	18
Desktop	9	8	8
Electronic Services	14	11	11
Building Occupancy	652	666	710
Supplies	15	15	15
Copiers	44	49	49
Mail Services	16	14	17
Printing and Graphics	40	34	34
Contract Closeout	0	0	0
Payroll and Personnel	3	5	7
Corporate Executive Information System	0	1	1
Total Working Capital Fund	891	880	929

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 2: Board of Contract Appeals

Telephones	5	5	5
Networking	0	0	0
Desktop	2	2	2
Electronic Services	4	3	3
Building Occupancy	165	160	152
Supplies	1	1	1
Copiers	1	1	1
Mail Services	0	0	0
Printing and Graphics	0	0	0
Contract Closeout	0	0	0
Payroll and Personnel	1	1	1
Corporate Executive Information System	0	0	0
Total Working Capital Fund	179	173	165

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 3: Bonneville Power Administration

Telephones	12	13	13
Networking	0	0	0
Desktop	0	0	0
Electronic Services	2	2	2
Building Occupancy	101	103	105
Supplies	4	4	4
Copiers	0	0	0
Mail Services	13	12	13
Printing and Graphics	1	2	2
Contract Closeout	0	0	0
Payroll and Personnel	6	0	0
Corporate Executive Information System	0	0	0
Total Working Capital Fund	139	136	139

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 4: Chief Financial Officer

Telephones	232	227	227
Networking	157	130	130
Desktop	47	49	49
Electronic Services	33	24	24
Building Occupancy	1,461	1,509	1,473
Supplies	95	95	95
Copiers	142	77	77
Mail Services	86	85	89
Printing and Graphics	107	117	117
Contract Closeout	12	25	25
Payroll and Personnel	28	35	38
Corporate Executive Information System	0	18	18
Total Working Capital Fund	2,400	2,391	2,362

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 5: Civilian Radioactive Waste Management

Telephones	151	146	146
Networking	104	106	106
Desktop	29	25	25
Electronic Services	21	16	16
Building Occupancy	1,353	992	1,008
Supplies	34	34	34
Copiers	40	44	44
Mail Services	23	21	25
Printing and Graphics	78	43	43
Contract Closeout	14	12	12
Payroll and Personnel	29	30	33
Corporate Executive Information System	0	4	4
Total Working Capital Fund	1,876	1,473	1,496

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 6: Congressional and Intergovernmental Affairs

Telephones	51	51	51
Networking	16	17	17
Desktop	23	3	3
Electronic Services	12	9	9
Building Occupancy	526	538	546
Supplies	22	22	22
Copiers	61	69	69
Mail Services	30	27	31
Printing and Graphics	4	4	4
Contract Closeout	0	0	0
Payroll and Personnel	5	7	7
Corporate Executive Information System	0	0	0
Total Working Capital Fund	750	747	759

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

Table 7: Contract Reform and Privatization

Table 7: contract Reform and Privatization

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Telephones	0	3	3
Networking	0	3	3
Desktop	0	0	0
Electronic Services	2	1	1
Building Occupancy	0	75	76
Supplies	0	1	1
Copiers	0	0	0
Mail Services	0	0	0
Printing and Graphics	0	0	0
Contract Closeout	0	0	0
Payroll and Personnel	0	0	0
Corporate Executive Information System	0	0	0
Total Working Capital Fund	2	83	84

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

Table 8: Counterintelligence

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Telephones	0	27	27
Networking	0	6	6
Desktop	0	2	2
Electronic Services	15	8	8
Building Occupancy	0	485	593
Supplies	0	6	6
Copiers	0	33	33
Mail Services	0	10	13
Printing and Graphics	0	2	2
Contract Closeout	0	0	0
Payroll and Personnel	0	1	2
Corporate Executive Information System	0	0	0
Total Working Capital Fund	15	580	692

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 9: Defense Programs

Telephones	513	504	504
Networking	297	294	294
Desktop	82	97	97
Electronic Services	57	44	44
Building Occupancy	2,724	2,727	2,660
Supplies	222	222	222
Copiers	180	125	125
Mail Services	37	33	38
Printing and Graphics	50	41	41
Contract Closeout	14	14	14
Payroll and Personnel	265	308	338
Corporate Executive Information System	0	2	2
Total Working Capital Fund	4,441	4,411	4,379

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 10: Economic Impact and Diversity

Telephones	46	48	48
Networking	27	27	27
Desktop	17	16	16
Electronic Services	10	8	8
Building Occupancy	455	465	472
Supplies	30	30	30
Copiers	43	22	22
Mail Services	47	44	48
Printing and Graphics	39	43	43
Contract Closeout	4	19	19
Payroll and Personnel	6	7	8
Corporate Executive Information System	0	0	0
Total Working Capital Fund	724	729	741

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 11: Energy Efficiency			
Telephones	424	452	452
Networking	224	256	256
Desktop	146	92	92
Electronic Services	83	63	63
Building Occupancy	3,704	3,857	3,904
Supplies	220	220	220
Copiers	225	219	219
Mail Services	157	199	202
Printing and Graphics	343	266	266
Contract Closeout	45	45	45
Payroll and Personnel	75	90	93
Corporate Executive Information System	0	4	4
Total Working Capital Fund	5,646	5,763	5,816

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 12: Energy Information Administration			
Telephones	537	516	516
Networking	1	2	2
Desktop	8	9	9
Electronic Services	119	83	83
Building Occupancy	5,360	5,087	5,035
Supplies	259	259	259
Copiers	171	179	179
Mail Services	172	170	173
Printing and Graphics	789	818	818
Contract Closeout	48	52	52
Payroll and Personnel	56	65	62
Corporate Executive Information System	0	2	2
Total Working Capital Fund	7,520	7,242	7,190

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 13: Environmental Management

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Telephones	637	616	616
Networking	350	321	321
Desktop	173	188	188
Electronic Services	96	67	67
Building Occupancy	4,649	4,118	4,440
Supplies	233	232	232
Copiers	267	231	231
Mail Services	90	131	134
Printing and Graphics	310	278	278
Contract Closeout	11	38	38
Payroll and Personnel	402	468	508
Corporate Executive Information System	0	32	32
Total Working Capital Fund	7,218	6,720	7,085

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 14: Environment, Safety, and Health

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Telephones	425	424	424
Networking	272	265	265
Desktop	50	48	48
Electronic Services	71	50	50
Building Occupancy	3,083	3,059	3,339
Supplies	177	177	177
Copiers	153	135	135
Mail Services	70	75	79
Printing and Graphics	120	96	96
Contract Closeout	0	87	87
Payroll and Personnel	53	62	62
Corporate Executive Information System	0	1	1
Total Working Capital Fund	4,474	4,479	4,763

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 15: Field Management			
Telephones	51	46	46
Networking	39	35	35
Desktop	8	7	7
Electronic Services	14	11	11
Building Occupancy	666	672	683
Supplies	14	14	14
Copiers	15	15	15
Mail Services	19	12	16
Printing and Graphics	30	19	19
Contract Closeout	11	15	15
Payroll and Personnel	133	161	176
Corporate Executive Information System	0	0	0
Total Working Capital Fund	1,000	1,007	1,037

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 16: Fissile Materials Disposition			
Telephones	25	28	28
Networking	16	16	16
Desktop	9	8	8
Electronic Services	6	6	6
Building Occupancy	278	368	374
Supplies	11	11	11
Copiers	35	20	20
Mail Services	21	18	22
Printing and Graphics	81	65	65
Contract Closeout	0	0	0
Payroll and Personnel	3	5	5
Corporate Executive Information System	0	2	2
Total Working Capital Fund	485	547	557

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 17: Fossil Energy

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Telephones	258	263	263
Networking	123	126	126
Desktop	116	86	86
Electronic Services	40	30	30
Building Occupancy	1,761	1,841	1,850
Supplies	112	112	112
Copiers	79	76	76
Mail Services	60	57	61
Printing and Graphics	177	196	196
Contract Closeout	50	94	94
Payroll and Personnel	129	152	152
Corporate Executive Information System	0	1	1
Total Working Capital Fund	2,905	3,034	3,047

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
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Table 18: General Counsel

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Telephones	189	172	172
Networking	102	96	96
Desktop	31	26	26
Electronic Services	47	36	36
Building Occupancy	2,214	2,190	2,240
Supplies	77	77	77
Copiers	48	46	46
Mail Services	26	157	161
Printing and Graphics	59	83	83
Contract Closeout	16	16	16
Payroll and Personnel	24	32	31
Corporate Executive Information System	0	2	2
Total Working Capital Fund	2,833	2,933	2,986

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 19: Hearings and Appeals			
Telephones	44	43	43
Networking	34	42	42
Desktop	6	5	5
Electronic Services	14	10	10
Building Occupancy	693	616	591
Supplies	8	8	8
Copiers	16	16	16
Mail Services	23	14	18
Printing and Graphics	181	179	179
Contract Closeout	1	0	0
Payroll and Personnel	7	4	8
Corporate Executive Information System	0	0	0
Total Working Capital Fund	1,027	937	920

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 20: Inspector General			
Telephones	103	148	148
Networking	78	83	83
Desktop	43	38	38
Electronic Services	27	19	19
Building Occupancy	1,169	1,194	1,200
Supplies	43	43	43
Copiers	31	31	31
Mail Services	50	23	27
Printing and Graphics	51	43	43
Contract Closeout	5	1	1
Payroll and Personnel	37	44	47
Corporate Executive Information System	0	0	0
Total Working Capital Fund	1,637	1,667	1,680

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 21: Intelligence			
Telephones	0	41	41
Networking	0	0	0
Desktop	0	14	14
Electronic Services	21	16	16
Building Occupancy	0	996	1,249
Supplies	0	28	28
Copiers	0	1	1
Mail Services	0	10	14
Printing and Graphics	0	6	6
Contract Closeout	0	0	0
Payroll and Personnel	0	6	6
Corporate Executive Information System	0	0	0
Total Working Capital Fund	21	1,118	1,375

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 22: Management and Administration			
Telephones	1,174	1,127	1,127
Networking	692	638	638
Desktop	432	331	331
Electronic Services	276	205	205
Building Occupancy	12,469	12,617	12,429
Supplies	588	588	588
Copiers	397	361	361
Mail Services	481	403	407
Printing and Graphics	286	595	595
Contract Closeout	142	142	142
Payroll and Personnel	85	101	108
Corporate Executive Information System	0	5	5
Total Working Capital Fund	17,022	17,113	16,936

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 23: Naval Reactors			
Telephones	139	140	140
Networking	0	0	0
Desktop	0	0	0
Electronic Services	7	5	5
Building Occupancy	296	306	317
Supplies	5	5	5
Copiers	0	0	0
Mail Services	0	0	0
Printing and Graphics	3	0	0
Contract Closeout	0	0	0
Payroll and Personnel	27	34	37
Corporate Executive Information System	0	0	0
Total Working Capital Fund	477	490	504

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 24: Nuclear Energy			
Telephones	180	182	182
Networking	93	94	94
Desktop	27	23	23
Electronic Services	21	14	14
Building Occupancy	862	835	793
Supplies	45	45	45
Copiers	76	78	78
Mail Services	34	31	35
Printing and Graphics	35	43	43
Contract Closeout	18	18	18
Payroll and Personnel	26	26	29
Corporate Executive Information System	0	3	3
Total Working Capital Fund	1,417	1,392	1,357

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 25: Nuclear Nonproliferation			
Telephones	764	744	744
Networking	66	109	109
Desktop	118	140	140
Electronic Services	121	93	93
Building Occupancy	5,437	5,684	5,695
Supplies	291	257	257
Copiers	219	198	198
Mail Services	151	110	114
Printing and Graphics	76	85	85
Contract Closeout	8	8	8
Payroll and Personnel	57	64	60
Corporate Executive Information System	0	6	6
Total Working Capital Fund	7,308	7,498	7,509

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 26: Policy			
Telephones	155	151	151
Networking	67	67	67
Desktop	29	31	31
Electronic Services	29	22	22
Building Occupancy	1,320	1,348	1,369
Supplies	73	73	73
Copiers	57	55	55
Mail Services	76	57	61
Printing and Graphics	84	48	48
Contract Closeout	19	15	15
Payroll and Personnel	16	19	21
Corporate Executive Information System	0	1	1
Total Working Capital Fund	1,925	1,887	1,914

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 27: Public Affairs			
Telephones	29	29	29
Networking	16	17	17
Desktop	8	9	9
Electronic Services	9	7	7
Building Occupancy	404	410	416
Supplies	19	19	19
Copiers	262	209	209
Mail Services	41	38	42
Printing and Graphics	98	132	132
Contract Closeout	0	0	0
Payroll and Personnel	4	5	5
Corporate Executive Information System	0	0	0
Total Working Capital Fund	890	875	885

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 28: Science			
Telephones	349	352	352
Networking	270	269	269
Desktop	57	62	62
Electronic Services	42	31	31
Building Occupancy	1,902	1,888	1,803
Supplies	159	159	159
Copiers	100	100	100
Mail Services	94	93	97
Printing and Graphics	196	143	143
Contract Closeout	28	17	17
Payroll and Personnel	69	69	79
Corporate Executive Information System	0	6	6
Total Working Capital Fund	3,266	3,189	3,118

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 29: Secretary of Energy Advisory Board			
Telephones	10	11	11
Networking	7	7	7
Desktop	1	2	2
Electronic Services	3	2	2
Building Occupancy	139	142	145
Supplies	6	6	6
Copiers	16	16	16
Mail Services	14	17	21
Printing and Graphics	40	42	42
Contract Closeout	0	0	0
Payroll and Personnel	1	1	1
Corporate Executive Information System	0	0	0
Total Working Capital Fund	237	246	253

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 30: Western Area Power Administration			
Telephones	10	10	10
Networking	0	0	0
Desktop	0	0	0
Electronic Services	2	2	2
Building Occupancy	108	110	112
Supplies	1	1	1
Copiers	1	0	0
Mail Services	11	10	12
Printing and Graphics	48	43	43
Contract Closeout	0	0	0
Payroll and Personnel	388	213	239
Corporate Executive Information System	0	0	0
Total Working Capital Fund	569	389	419

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 31: Worker Transition			
Telephones	29	30	30
Networking	18	15	15
Desktop	8	8	8
Electronic Services	6	5	5
Building Occupancy	346	277	293
Supplies	13	13	13
Copiers	17	17	17
Mail Services	18	15	19
Printing and Graphics	12	9	9
Contract Closeout	3	3	3
Payroll and Personnel	4	4	4
Corporate Executive Information System	0	2	2
Total Working Capital Fund	474	398	418

Working Capital Fund Budget by Organization and Function

(dollars in thousands)

	FY 1998 Actual	FY 1999 Estimate 11/98	FY 2000 Estimate 11/98
Table 32: Other PMAs			
Payroll and Personnel	0	36	42
Total Working Capital Fund	0	36	42