



Energy, Science and Environment (ESE) Update and Priorities

Leadership Meeting
January 28, 2004

Oct 01 Leadership Mtg 1



Outline

- Safety
- Summary of mission accomplishments and priorities
 - Priorities are focused on those that may most benefit from functional integration and require the most management attention
 - Programs are welcome to provide additional commentary
- Additional enabling or integrating priorities

Oct 01 Leadership Mtg 2



ESE Safety Objectives and Strategies

- Objectives
 - Protect workers and public
 - Expedite risk reduction and mission accomplishment
 - Eliminate unnecessary work and its risk
- Strategies
 - Incorporate safety as part of our work – not an add on – line management accountability
 - Recognize risk reduction and work elimination as safety accomplishments
 - Clarify and streamline requirements
 - Incentivise the contractor noting that safety performance is a requirement to achieve the mission objective
 - Manage the contract, not the contractor
 - Drive safety indicators so low that the chance of a type A accident are statistically remote

Oct 01 Leadership Mig 3



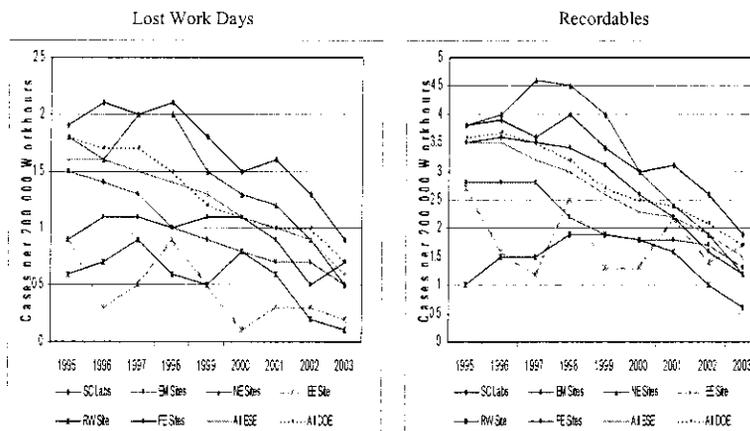
Safety Results

- Outstanding progress over three years
- No Type A events
- Worrisome near misses – roughly 40 per quarter without a statistically meaningful declining trend over the last many quarters
 - Electrical
 - Equipment / personnel
 - Dropped / uncontrolled load
 - Heavy equipment and vehicle
- Focus on Columbia lessons learned
 - The peril of complacency
 - The quest for knowledge about the true condition of safety in the field

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ESE Has Made Dramatic Improvements in OSHA Safety A 2004 Target of 1.25 R and <0.5 LWC is Not Unreasonable



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ESE Safety Management

- Accept line management accountability for safety within DOE (not just a contractor problem)
- Monitor events weekly, or in real time, for significant injuries, shipping, etc.
- Assistant Secretaries report on the performance of each site to S-3 and each other quarterly – policy options are discussed
- Safety issues are frequently reviewed in conjunction with top 10 reviews following the quarterly safety review
- Evaluate performance against incentives to determine alignment or corrective action

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Energy Programs OETD – Office of Electricity Transmission & Distribution

- Accomplishments
 - Launched organization
 - Completed National Grid Study
 - Completed Grid 2030 Road Mapping
 - Successful blackout analysis so far (process and results)
 - Successful FERC relationship and integration
 - Path 15 (corporate interface for WAPA execution)
- Path forward and priorities
 - Path 15 – energize by end 12/04 and preferably in 10/04
 - Develop strategies to prevent / mitigate future blackouts
 - Establish analytical capability to support increased future funding
 - R&D for transmission stability and capacity

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Energy Programs EERE

- Accomplishments
 - H2 – IPHE, FreedomCAR, Fuel
 - » Safety program
 - » Project management infrastructure
 - » Relationships
 - Reorganization
 - » Well performing laboratory
 - Global credibility as R&D leader in all aspects of energy efficiency and renewable energy
 - Weatherization
- Priorities
 - H2 – continue to firm up infrastructure / relationships, fully launch R&D, codes & standards
 - New analysis (and programs?) – Mega-Wind, Mega-Solar, Industry Climate Partners
 - Other initiatives in each program

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Energy Programs Fossil

- Accomplishments
 - CSLF, FutureGen
 - Regional sequestration partnerships
 - Clear Skies R&D support
 - Natural gas issue management
 - SPR fill (and new contract)
- Priorities
 - CSLF road map development
 - FutureGen – award contract, initiate project R&D
 - Natural gas issue management – LNG, Alaska, Conservation
 - Other various in program (including SPR fill)

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Energy Programs Nuclear

- Accomplishments
 - NP 2010 launch
 - Gen IV program and NGNP launch (sort of)
 - Yucca Mountain, Price Anderson support
 - Idaho transition to NE
 - FFTF closure
 - AFCI coupling with Yucca Mountain
 - U233 disposition award
 - Mars Rover power supply
- Priorities
 - Strengthen NP 2010 opportunity
 - Strengthen GEN IV opportunity
 - Execute Idaho competition to capture value and position lab
 - Continue – accelerate U233 disposition

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Energy Programs CCTP – Climate Change Technology Program

- Hosted by P&I
- Accomplishments
 - Brought important new support to the President's program
 - » Formed office
 - » Began integration effort
 - » Issued reports
 - Priorities
 - » Scenario planning
 - » Strategic plan
 - » Improved integration

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Science

- Accomplishments
 - Nobel prizes, etc.
 - 20 – year plan
 - Genomics leadership and completion of the human genome sequencing
 - Supercomputing vision
 - Nanotechnology centers
 - ITER
 - Dark matter and energy
 - Reorganization
 - Safety improvement
 - Project management improvement
- Priorities
 - Contract competition and restructuring
 - ITER siting, agreement, and project development
 - Project management - SNS / Tevatron
 - Genomics/proteomics direction and expansion
 - Nanotech implementation
 - Supercomputing implementation
 - Continued safety improvement

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Environment EM

- Accomplishments
 - Shaved 35 years from 2001 baseline (2070 to 2035) - reducing worker and public risk
 - Slashed \$50 billion from unachievable \$192 billion baseline to an achievable \$142 billion
 - Improved safety indicators by 50% while accelerating hands-on nuclear D&D work
- Priorities
 - Lock in another decade reduction in schedule (to 2025) and \$20 billion in cost savings (to \$122 billion)
 - » WIR, WIPP, Buried waste, Hanford-SRS Pu, Idaho SNM
 - Complete long-term reconfiguration of EM
 - » Waste mgmt, NNSA, etc.
 - Prepare for smooth termination of closure sites
 - Continue safety improvement trend
 - Continue with small site completions

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Environment EH

- Accomplishments
 - Facilitated significant improvement in safety performance
 - » Improved infrastructure, monitoring and reporting
 - Improvement of EEOICPA claims processing
 - Improved environmental performance
 - Performance improvement with flat/reduced funding
- Priorities
 - Continued safety improvement
 - Implement next step in EEOICPA claims processing and develop path forward on willing payer and benefits questions
 - Optimize funding constraints
 - Develop mature environmental program

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Environment WCT & Legacy Management

- Accomplishments
 - Established office
 - Streamlined work force restructuring process
 - Effective stakeholder management
- Priorities
 - Development and implementation of a cost-effective, commercial/DOD model federal lands stewardship
 - Process design for administrative transition of closure sites

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Environment RW

- Accomplishments
 - Achieved siting decision
 - Achieved transportation decision
 - rail and corridor
 - Shaved 50% off of license application schedule (2006 to 2004)
 - Preserving a 2010 waste receipt date
- Priorities
 - December '04 license application submittal to NRC (requires July submittal of LSN (license support network))
- Priorities (Cont.)
 - Passage of new funding legislation
 - Progress on the transportation system
 - Preservation of the 2010 waste receipt target (many sub actions)
 - Preservation and definitization of goal to save more than \$10B of cost and more than a decade for inventory stable from the 2000 baseline
 - Prepare for EM reconfiguration

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Enabling or Integrating Priorities

- Management challenges, especially safety and security
 - Contract management, restructuring, and clarification of roles and responsibilities has been a primary reform tool
- President's management agenda
- Resolve future funding for ESE
 - \$2.5 billion per year reduction in EM
 - Needs in Future Liabilities Office, SC 20 Year Plan and others