

to me that if that's the way others looked at us, then we'd better sharpen our mission." O'Leary and other senior officials thus spent considerable time in 1993 concentrating on the Department's new responsibilities—supporting both the economy and nuclear arms control.

This meant a somewhat different approach on the energy side of the Department's twin traditions. "In energy, I think we've turned it around in a significant way," O'Leary observed. "We look at it not just in terms of whether we have diversified energy supply . . . but also whether we have begun to use it as a mark for driving the economy. So we focus now not merely on taking the money from Congress and spending it, but actually set up for ourselves a system of measuring success, like the number of jobs created from work we've done, energy saved, pollution avoided, as well as opportunities to invest abroad."

Defense, the other major departmental tradition, remained a critical mission for O'Leary and the Department. But defense, according to the Secretary, now had a different slant. The Department was no longer preoccupied with designing and building weapons but rather with controlling arms. Developing technologies essential to monitoring possible nuclear weapons buildups throughout the world as well as dismantling existing weapons, she stated, had become departmental priorities. Cleanup of the weapons complex, too, was now a Department priority, and O'Leary was confident that appropriate steps had been taken to control the fast growing enterprise. "We finally recognized," she noted, "we weren't getting value for the dollars spent in the cleanup and established some benchmarks and methodology to insure that we get better results."<sup>298</sup>

## FY 1995 BUDGET REQUEST

The Department's changed priorities were evident in the administration's fiscal year 1995 budget request sent to Congress in early February 1994. Described by Secretary O'Leary as "lean," the overall budget of \$18.5 billion was about three percent less than the estimated fiscal year 1994 funding level of \$19 billion.

Science and technology programs within the Department sustained the biggest cuts. The Department's request for \$2.9 billion for science and technology was about fourteen percent less than the 1994 appropriation. Nearly all of the reduction was attributable to the cancellation of the superconducting super collider. Requested funding for other high energy physics research rose only slightly from \$618 million to \$622 million. Within the remaining science and technology mix, basic energy sciences suffered cuts from \$790 million to \$741 million. Nuclear physics research dropped from \$349 million to \$301 million. Requested funding for biological and environmental sciences, including global climate change research, increased from \$412 million to \$435 million. Fusion energy research showed a marked increase from \$344 million to \$373 million. Funding for technology transfer also was boosted.

Predictably, national security programs decreased about 13 percent in requested funding from \$6.5 billion to \$5.6 billion. The request for nuclear weapons activities, including the maintenance of the existing stockpile and the dismantlement of excess weapons, decreased from \$4.4 billion to \$4 billion for fiscal year 1995. Naval reactors funding fell only slightly from \$754 million to \$730 million on the strength of ongoing efforts to develop an advanced nuclear reactor plant for the Navy's new attack submarine. Funding for verification and control technology programs, including the Department's stepped-up efforts on nuclear weapons nonproliferation, held steady at about \$360 million.

Following five years of massive funding increases, the Department's fiscal year 1995 request for the environmental management program was up only \$180 million to \$6.5 billion. Assistant Secretary Thomas Grumbly insisted that, despite the relatively small increase, the Department would meet all legal requirements under its compliance agreements with state and Environmental Protection Agency regulators. Cleanup and restoration comprised almost \$1.8 billion of the environmental management request, while waste management activities continued to