

garner the largest share at \$3 billion. Funding for facility transition and management, involving the coordination and oversight of the transfer of contaminated facilities primarily from defense programs, rose sharply from \$672 million to \$866 million. Technology development, although up from \$397 million to \$426 million, remained about 7 percent of the overall environmental management budget request and fell short of the 10 percent share that Grumbly, as well as his predecessor, had set as a target. On a site-by-site basis, the Department allocated Hanford the greatest share of environmental management funding at 23 percent, or \$1.6 billion. Oak Ridge was next at \$905 million and Savannah River third at \$744 million.

The funding request for energy resources, up some 5 percent for fiscal year 1995 from \$3.5 billion to \$3.7 billion, perhaps most clearly reflected the Department's shifting priorities. Funding for energy efficiency and conservation increased from \$699 million in fiscal year 1994 to a requested \$993 million in fiscal year 1995. Solar and renewable funding was up from \$347 million to a requested \$398 million. By contrast, nuclear energy activities dropped precipitously from \$343 million to \$248 million. Asserting that research and development on reactors having no near-term commercial application should not be funded, the Department's budget request proposed shutting down the advanced liquid metal reactor and the modular high-temperature gas-cooled reactor programs. Fossil energy funding also was down from \$665 million to \$520 million, despite a 93 percent increase in natural gas research funding from \$44 million to \$86 million. Coal research and development decreased from \$167 million to \$128 million. The Department requested only \$37 million for the clean coal program, with an already provided advance congressional appropriation of \$375 million allowing the Department to meet its contractual obligations.²⁹⁹

FUELING A COMPETITIVE ECONOMY: DOE'S STRATEGIC PLAN

Culminating months of effort, Secretary O'Leary in April 1994 released the Department

of Energy's first comprehensive strategic plan. O'Leary noted that the end of the Cold War and the election of President Clinton had engaged a "new national agenda." Beginning with the summer 1993 "empowerment summit" at the Motorola-Miliken Quality Institute and through the process of a "total quality management learning experience," the strategic planning process envisioned a "massive reshaping" of the Department's "missions, priorities, and business practices" to meet the challenge of the new national agenda. "Tinkering around the edges," the strategic plan declared, "was not enough." The strategic planning process thus produced, according to O'Leary, "new and more sharply focused goals: fueling a competitive economy, improving the environment through waste management and pollution prevention, and reducing the nuclear danger."

Key to meeting these goals was the effort to "define and integrate the business activities" of the Department. The strategic plan identified five core "businesses" or mission areas:

- *Industrial Competitiveness.* To assist President Clinton in achieving his vision of an investment-driven economy capable of creating high-wage jobs, the Department set as its first priority helping the Nation's industry compete in a global economy. This required "partnering" with industry in research and development to "drive" products into the marketplace and cut costs through greater resource efficiency and pollution prevention.
- *Energy Resources.* Convinced that economic growth, energy security, and environmental preservation were not irreconcilable goals, the Department reiterated support for "sustainable energy technologies" emphasizing energy efficiency, renewable resources, and the economic and clean use of fossil fuels. Favoring technological to command and control solutions, the strategic plan promoted diversity and flexibility in energy sources and stressed the need for economic and regional equity for all Americans.
- *National Security.* For nearly five decades, the defense programs of the Department and its predecessor agencies focused on the threat of nuclear conflict. The new