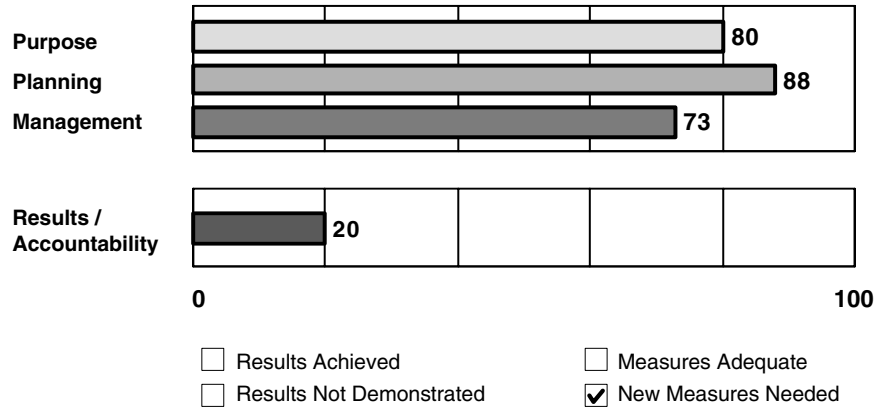


**Program: Environmental Management (Cleanup)**

**Agency:** Department of Energy

**Bureau:** Environmental and Other Defense Activities



**Key Performance Measures**

**Year Target Actual**

Measure	Year	Target	Actual
	Long-term Measure: Percentage reduction in program costs (New measure)	2008	-2%
2035		-29%	
Long-term Measure: Number of years ahead of schedule that all sites are completed (New measure)	2035	-35 years	
Annual Measure: Measures under development			

**Rating: Ineffective**

**Program Type:** Capital Assets

**Program Summary:**

The Environmental Management program protects human health and the environment by cleaning up contamination from nuclear weapons production and energy research at 114 Department of Energy sites.

The assessment found that the program is generally effective in planning and managing cleanup activities. However, the program has significant difficulty in completing its work on time and within budget. Other findings include:

1. The program has a clear purpose, a well-defined scope of work, and a critical role in accomplishing the cleanup mission.
2. Although the program does good strategic planning, poor detailed planning of individual work activities is a significant problem that contributes to unsuccessful project management and ineffective use of performance-based contracts.
3. Despite its success in completing cleanup of 75 sites, since 1998, program costs have increased from \$147 billion to \$220 billion and the cleanup schedule has slipped from 2046 to 2070.
4. The program recently drafted revised cleanup plans with challenging, new risk reduction, cost, and schedule goals. Nevertheless, the lack of annual cost and schedule performance measures makes it difficult for the program to demonstrate progress toward these goals.

As a result of these findings:

1. The Budget will propose additional funding of \$272 million in 2004 to fully implement significantly revised cleanup plans, which will better protect human health and the environment while reducing costs and accelerating completion schedules.
2. DOE will continue to develop with federal and state regulators revised cleanup plans that will reduce risk, accelerate schedules, and lower costs.
3. The Administration will develop new annual cost and schedule measures.

(For more information on this program, please see the Department of Energy chapter in the Budget volume.)

**Program Funding Level (in millions of dollars)**

2002 Actual	2003 Estimate	2004 Estimate
6,450	6,903	7,175