Statement of Secretary Rick Perry and Under Secretary for Nuclear Security and Administrator of the National Nuclear Security Administration Lisa E. Gordon-Hagerty
U.S. Department of Energy
Before the
Senate Committee on Armed Services

March 28, 2019

Chairman Inhofe, Ranking Member Reed, and Members of the Committee, it is an honor to appear before you on behalf of the Administration and the Department of Energy ("the Department" or "DOE"). We appreciate the Committee's strong support for DOE's environmental management program and enduring national security missions and the opportunity to testify in support of the President's budget request for fiscal year (FY) 2020.

The Department's budget request supports America's continued rise as an energy independent nation, and advances U.S. national security by modernizing our indispensable, yet aging, nuclear deterrent, and promotes economic growth by making investments in transformative science and technology innovation to promote affordable and reliable energy. It also includes funding to meet our national security and environmental cleanup challenges.

ACCOMPLISHMENTS IN THE PAST YEAR:

Thanks to strong support from the Administration and Congress, over the past year, DOE has made significant progress in advancing America's security and prosperity by addressing its energy, environmental and nuclear challenges through transformative science and technology solutions.

- Last year, the National Nuclear Security Administration (NNSA) continued to maintain the safety, security, and effectiveness of nuclear weapons through the Stockpile Stewardship Program (SSP), enabling the Department of Defense and the Department of Energy to certify to the President once again the reliability of the nuclear weapons stockpile. While we are confident in the state and effectiveness of our nuclear deterrent today, we must—as General Hyten of STRATCOM recently testified—provide sustained and reliable funding for nuclear modernization so that future Secretaries and commanders can brief future Congresses with the same confidence. In addition to its critical role in sustaining and modernizing the US nuclear stockpile and its supporting enterprise, NNSA also continued its important work to advance U.S. nonproliferation, nuclear security, counterterrorism, arms control objectives, and naval nuclear propulsion.

- In December 2018, NNSA completed the W76-1 Life Extension Program (LEP), extending the warhead's service life another 30+ years. The B61-12 LEP, W80-4 LEP, W88 Alteration (Alt) 370, W87-1 Modification, and the W76-2 Modification continue to remain on budget and on schedule. These achievements are a testament to NNSA's ability to deliver on commitments we have made to the Department of Defense (DoD) and Congress.

- The highest NNSA infrastructure priority is re-establishing a robust plutonium pit production capability to meet military requirements, supported by numerous studies and analyses, of no fewer than 80 war reserve pits per year by 2030. Last May, the Nuclear Weapons Council (NWC) endorsed NNSA's recommended alternative calling for plutonium pit production at Los Alamos National Laboratory (LANL) and the Savannah River Site (SRS). This two-site approach bolsters the nuclear security enterprise's responsiveness and resiliency.

- The Uranium Processing Facility (UPF) project continues to make timely progress with the recent commencement of the construction of the main buildings at the Y-12 National Security Complex (Y-12). UPF will be delivered by the end of 2025 for no more than $6.5 billion. This project is on budget and on schedule. NNSA also broke ground on the new Albuquerque Complex in New Mexico, which will house 1,200 employees when complete.

- Working with the International Atomic Energy Agency (IAEA), China, and Nigeria, NNSA was instrumental in the conversion of a Nigerian research reactor to low-enriched uranium (LEU) fuel. This marks NNSA's 74th research reactor or isotope production facility conversion, which was followed by the repatriation of the highly enriched uranium (HEU) fuel to China, making Nigeria the 33rd country, plus Taiwan, to become HEU free.

- NNSA's Office of Naval Reactors continued its record of safe and reliable nuclear propulsion and nuclear fleet support, while contributing expertise to the U.S. Navy's new COLUMBIA-class program. This next generation nuclear-powered submarine will ensure required sea-based deterrence capabilities for decades to come.

- The Office of Environmental Management (EM) broke ground on a new ventilation system at the Waste Isolation Pilot Plant (WIPP) facility in New Mexico. WIPP is the lynchpin to the final disposition of transuranic waste across the cleanup complex and the new ventilation system will increase airflow in the WIPP underground for simultaneous mining and waste emplacement operations.

- The EM program successfully completed safe demolition of the 10,000-square-foot vitrification plant at the West Valley Demonstration Project in New York.

- In June 2018, DOE's Office of Science (SC) Oak Ridge Leadership Computing Facility's Summit system reclaimed the top spot for the United States in the global "Top 500" list of high performance computing systems and held the top spot in the November list, which included five DOE systems among the top 10.

- The Summit system is also launching the Exascale computing era by enabling researchers to break the Exascale barrier, achieving a peak throughput of more than two exaops—faster than any previously reported science application.

- Lawrence Livermore National Laboratory (LLNL) unveiled the Sierra supercomputer, ranked the second-fastest in the world according to the Top 500 list.

- In May 2018, the White House's National Science and Technology Council (NSTC) established an interagency committee on Artificial Intelligence (AI) to advise the White House on government-wide AI research and development priorities and will work to establish partnerships among government, private sector, and independent researchers. The DOE serves a leading role on this committee.

- On February 11, 2019, the President signed Executive Order 13859, Maintaining American Leadership in Artificial Intelligence. The Initiative focuses federal government and Department resources toward developing AI technology, while ensuring that the next great AI inventions are made in the United States.

- In support of the Executive Order and building on our core competencies in science and technology, DOE is developing a coherent, long-term strategy to maximize the capabilities and scientific benefits of transformative AI technologies to all of our mission, business and operational areas.

- Our approach includes development of innovative AI technologies, aggregation of DOE mission-related data that together can foster innovative advancement of next generation hardware and software technologies.

BUILDING A STRATEGIC CAPABILITY

The U.S. nuclear deterrent has been the cornerstone of our national strategy to keep the American people safe and secure for more than 70 years and its credibility backstops all U.S. diplomatic and military activities around the globe.

While the ultimate goal of eliminating nuclear weapons has been an aspiration for many for generations, we must recognize the reality that foreign nuclear threats are growing. Russia and China are investing massive resources into upgrading and expanding their nuclear arsenals, all at a time when they seek to challenge US interests and unravel US alliances around the world. It is imperative that we undertake prudent efforts to modernize the U.S. nuclear stockpile and enterprise—ensuring that the United States can continue to speak from a position of strength and that tensions—regardless of where or how they arise—do not escalate into all-out war.

DOE is building on the previous year's achievements with new activities tailored to 21st century threats. In FY 2020 and beyond, the Department will pursue initiatives to ensure the necessary capability, capacity, and responsiveness of the nuclear weapons infrastructure and the needed skills of the nuclear enterprise workforce. This includes the ability to produce strategic materials (uranium, plutonium, tritium, and lithium) associated with nuclear weapons, as well as refurbish and manufacture components made from these materials.

Consistent, robust, and predictable funding and authority from Congress are essential for the Department's nuclear weapon and infrastructure modernization efforts. These modernization

efforts are aligned with the needs outlined in the 2018 Nuclear Posture Review (NPR) and approved by the NWC.

MODERNIZING OUR NUCLEAR FORCES:

The Department is modernizing our nuclear enterprise to ensure that we have the scientific, engineering, and manufacturing capabilities necessary to maintain an effective and safe nuclear triad and respond to future national security threats.

Unique, state-of-the-art capabilities for research, development, testing, evaluation, and production enable this critical effort. In coordination with DoD, we have fully integrated the scope, budgets, and schedules of the LEPs, infrastructure modernization, and nuclear delivery systems.

We are making significant progress in the full set of LEPs, modifications, and alterations while remaining aligned with DoD through the NWC.

- **W76-1 LEP:** The W76-1 LEP, which directly supports the sea-based leg of the nuclear triad, completed its last production unit in December 2018. Close-out activities in FY 2020 include archiving production tooling and program records, and completing component overbuilds to support hardware provisioning for the life of the warhead system.

- **W76-2 Modification Program:** The W76-2 modification is currently on schedule, on budget, and the program achieved First Production Unit (FPU) in February 2019. This low-yield option is a measured way to reinforce deterrence in the face of Russia's large, diverse, and modern stockpile of non-strategic nuclear weapons, which facilitate Moscow's mistaken belief that limited nuclear first use, potentially including low-yield weapons, can provide Russia a coercive advantage in crises and at lower levels of conflict.

- **B61-12 LEP:** The oldest weapon system in the U.S. nuclear arsenal, the B61-12 LEP will consolidate four variants of the B61 gravity bomb and improve the safety and security of that vital weapon system. Currently in Phase 6.4, Production Engineering, this LEP has demonstrated system performance in over 60 integrated ground and flight tests, including eight joint flight test drops with the U.S. Air Force. The B61-12 LEP will enter Phase 6.5, First Production, in the fourth quarter of FY 2019, following completion of system qualification and Pantex Plant production readiness activities.

- **W88 Alt 370:** The W88 Alteration 370 is on track for FPU in FY 2020. This program, which also supports the sea-based leg of the nuclear triad, is currently in Phase 6.4, Production Engineering, and will enter Phase 6.5, First Production, in September 2019.

- **W80-4 LEP:** In February 2019, the NWC approved the W80-4 LEP to transition into Phase 6.3, Development Engineering. The FY 2020 request for $898.6 million will allow

the W80-4 LEP to remain on track to achieve FPU in FY 2025 in support of the Air Force's Long-Range Stand-Off (LRSO) cruise missile.

- **W87-1 Modification Program:** The W87-1 program will replace the aging W78 warhead, with planned first production in 2030 to support fielding on the Air Force's Ground Based Strategic Deterrent (GBSD) missile system. In September 2018, the NWC authorized restart of Phase 6.2, Program Feasibility Study, activities on the W78 replacement warhead and renamed it the W87-1. The W87-1 program will improve safety and security, addressing antiquated design, material obsolescence, evolving performance expectations, and emerging survivability threats.

RECAPITALIZING OUR COLD WAR ERA INFRASTRUCTURE:

As stated in the 2018 NPR, "an effective, responsive, and resilient nuclear weapons infrastructure is essential to the U.S. capacity to adapt flexibly to shifting requirements. Such an infrastructure offers tangible evidence to both allies and potential adversaries of U.S. nuclear weapons capabilities and can help to deter, assure, hedge against adverse developments, and discourage adversary interest in arms competition."

More than a third of NNSA's facilities are over 60 years old. It will take sustained investments to modernize NNSA's nuclear weapons infrastructure.

With Congress' support, NNSA is making these investments, including:

- An enduring capability and capacity to produce plutonium pits at a rate of no fewer than 80 pits per year by 2030. The time to move forward is now. Repurposing the Mixed Oxide Fuel Fabrication Facility (MFFF) at SRS to produce 50 war reserve pits per year and continuing to invest in LANL to produce 30 war reserve pits per year is the optimal path forward to meet pit production requirements while managing the risks and costs associated with increasing production rates and maintaining existing plutonium missions at LANL.

- Investing at LANL to provide all the tools necessary for the enterprise to successfully support an enduring plutonium pit production mission to produce 30 pits per year by 2026. NNSA anticipates $3 billion in total funding over the next five years, and LANL is actively installing pit production equipment and has begun hiring to meet future work scope. As the nation's plutonium center of excellence for research and development, LANL plays a critical role in early design efforts for pit production.

- Investing $774 million at SRS in FY 2020, a 75.8% increase over FY 2019. NNSA will continue termination activities of the MFFF project at SRS, continue to pursue a dilute and dispose strategy to fulfill U.S. commitment to dispose of 34 metric tons (MT) of plutonium, and modernize SRS infrastructure to support the tritium supply chain.

- Fully funding the Uranium Processing Facility.

- Ensuring availability of sufficient unobligated low-enriched uranium and the necessary reactor capacity to produce an adequate supply of tritium.

- Investing over $900 million in FY 2020 to sustain and recapitalize NNSA's mission-enabling infrastructure to support mission needs and improve facility reliability, sustainability, productivity, and efficiency.

- Disposing of several high-risk process-contaminated excess facilities. Many of NNSA's excess process-contaminated facilities will ultimately be transferred to the Environmental Management (EM) program for disposition. In the interim, NNSA is focusing on reducing risks where possible. For example, NNSA has made critical investments to stabilize high-risk process-contaminated facilities until ultimate disposition, including at Y-12's Alpha 5 and Beta 4 facilities.

- Commencing an effort by the EM program to remove Building 280 Pool Type Reactor and ancillary facilities at Lawrence Livermore National Laboratory. The Department identified five (including Building 280) of the top ten list of the highest risk excess facilities at Lawrence Livermore National Laboratory.

- Oak Ridge National Laboratory's (ORNL) EM program has been able to remove risks and stabilize a portion of the 220 excess, contaminated, and deteriorating facilities at the Y-12 National Security Complex (Y-12) and ORNL. While Oak Ridge has more high-risk excess contaminated facilities than any other site, crews continued addressing this issue in 2018 by tearing down two high-risk buildings, preventing more than 6,000 pounds of mercury from entering the environment, completed characterization for future demolition projects, and immobilizing contamination in hot cell facilities.

PREVENTING GLOBAL NUCLEAR THREATS:

Effective nuclear nonproliferation and arms control measures support U.S., allied, and partner security by controlling the spread of nuclear materials and technology; placing limits on the production, stockpiling, and deployment of nuclear weapons; reducing misperception and miscalculation; and avoiding destabilizing nuclear arms competition. The 2018 NPR reiterates the U.S. commitment to effective nonproliferation and arms control measures, both of which are vital to our nation's ability to have a credible deterrent.

In 2018, the U.S. Government interagency coordination on nuclear nonproliferation and nuclear counterterrorism programs and strategy enabled NNSA to:

- Remove or confirm the disposition of nearly 352.4 kilograms of excess highly enriched uranium (HEU).

- Partner with the U.S. healthcare industry, which resulted in the first domestic production of molybdenum-99 (Mo-99) in 30 years. Mo-99 is a vital medical radioisotope used in approximately 40,000 patient procedures daily in the United States.

- Downblend or ship for downblending, 2.5 MT of surplus HEU, for a cumulative total of 160.4 MT, which after downblending cannot be used in a nuclear weapon.

- Deploy a total of 48 radiation detection systems to prevent the smuggling of nuclear and radioactive materials worldwide.

- Secure 87 domestic and international civilian buildings containing high-priority radioactive material.

- Provide technical reviews of 5,973 U.S. export license applications and 3,053 interdiction cases to facilitate legitimate nuclear cooperation and prevent the illicit transfer of nuclear and dual use goods.

- Hold over 40 international nuclear safeguards engagements including training, and technical meetings with foreign partners.

- Conduct 84 export control trainings for U.S. enforcement agencies and foreign partners.

All of the aforementioned work was completed by NNSA's Office of Defense Nuclear Nonproliferation (DNN). DNN is committed to continuing its efforts to: (1) minimize the number of nuclear weapons states; (2) deny terrorist organizations access to nuclear weapons and materials; (3) strictly control weapons-useable material, related technology, and expertise; and (4) support the Department of State to make sure arms control agreements enhance security, and are verifiable and enforceable.

COUNTERING GLOBAL NUCLEAR THREATS:

The Office of Counterterrorism and Counterproliferation (CTCP) provides effective capabilities to respond to any nuclear or radiological incident in the United States or abroad by applying the unique technical expertise found in NNSA's nuclear security enterprise. Highly trained personnel with specialized technical equipment maintain readiness to support lead federal agencies to find and render safe potential nuclear and radiological threat devices, to effectively manage the consequences of a nuclear or radiological emergency, and to support enhanced security operations at large national public events.

CTCP also maintains operational nuclear forensics capabilities to enable the attribution of a nuclear attack against the United States. These capabilities allow the U.S. government the ability to collect evidence if a device is rendered safe prior to detonating, or to characterize and identify the material used if the device detonates, allowing policymakers to hold those accountable for the attack. CTCP will also implement the National Nuclear Material Archive program within NNSA to identify, consolidate, and analyze historical nuclear material samples of value to the technical nuclear forensics program.

NNSA, in conjunction with the Federal Bureau of Investigation (FBI), supports render safe teams at FBI field offices in 11 major American cities that are specially trained and equipped to identify and mitigate the function of a nuclear or radiological device. Over the next few years, CTCP will continue to provide training and conduct operations in support of these FBI teams and begin transitioning to the Capability Forward initiative, under which life-saving responses to a nuclear threat device will be accelerated. As part of this initiative, NNSA will provide additional

training, equipment, and technical support to the current 11 U.S. cities – eventually growing to 14 cities by FY 2022 – to allow FBI teams to execute render safe operations more rapidly. CTCP will also improve and expand NNSA training facilities to accommodate the increased training requirements associated with regional render safe capabilities.

RESPONSIBLE STEWARDSHIP OF THE ENVIRONMENT

The government's nuclear weapons and nuclear energy research programs made significant contributions to our nation's defense for decades. The EM program is tasked with the safe disposition of radioactive wastes; the management of spent nuclear fuel and special nuclear material; the cleanup of contaminated soil and water; and the decontamination and decommissioning of thousands of excess facilities. As DOE continues to open new horizons in innovation, national security and American energy production, we also remain focused on addressing the environmental liabilities accrued while ending World War II and keeping the peace in the Cold War.

This year marks the 30th anniversary of the EM program. DOE is making great progress toward reducing and eliminating legacy waste in a safe, efficient and cost-effective manner that is protective of human health and the environment.

With a track record of demonstrated results, EM has reduced the footprint of the cleanup program from 107 sites comprising a total of 3,100 square miles to just 16 sites, with an active cleanup footprint of less than 300 square miles.

Over the past year, EM has made significant progress, including the following:

- At the Hanford site in Washington State, workers are making real progress towards Direct Feed Low Activity Waste vitrification of tank waste with a milestone to complete hot commissioning of the Low Activity Waste facility by December 31, 2023.

- Work performed by Oak Ridge's EM program brought the site closer to its ambitious goal to complete major cleanup at the East Tennessee Technology Park (ETTP) in 2020.

- EM published the Final Environmental Impact Statement at Energy Technology Engineering Center (ETEC).

- Workers in South Carolina consolidated more than 400,000 cubic yards of coal ash and ash-contaminated soil at the SRS. They completed it safely and 14 months ahead of schedule, saving $9 million.

- The EM Los Alamos (LA) Field Office safely ramped up operations during the initial months of the new legacy cleanup contract, and successfully completed 13 milestones under the Consent Order with the State of New Mexico.

- And, project crews at EM's Separations Process Research Unit (SPRU) in New York completed the last phase of building demolition with the removal of Building H2. The

SPRU facilities were built in the late 1940s and operated through the early 1950s to conduct pilot tests for recovery of uranium and plutonium.

The EM sites that remain are home to some of the nation's toughest and most complex cleanup challenges. The Department is working to ensure that EM is prepared to safely and effectively tackle these challenges in a sustainable manner going forward. To that end, the Department has reinvigorated the completion mindset that has been the foundation of EM's greatest successes.

EM is taking lessons learned from three decades of cleanup and institutionalizing a strengthened and robust results-driven approach that protects our nation, continues risk-based cleanup progress and drives down liabilities to the American people through close collaboration with regulators and stakeholders.

EM is now managing capital projects and procurements with a greater degree of rigor and consistency. With billions of dollars in procurements coming up over the next few years, the Department has the opportunity to implement improved contracting approaches that ensure that safety remains paramount, while incentivizing results and allowing for great flexibility.

As the Department looks to best position EM to meet long-term challenges, innovative ideas and approaches are necessary. The greatest incubators of innovation are the DOE National Labs. The Department is focused on fully utilizing the capabilities of our National Labs to get cleanup to completion safer, sooner and more efficiently.

RECRUITMENT AND RETENTION OF HIGHLY QUALIFIED PEOPLE

Across the Department, our greatest asset will always be our workforce. DOE's challenging national security missions require it to recruit, train, and retain highly skilled and dedicated federal employees and Management and Operating (M&O) contract workforce. DOE and Congress must continue to provide these highly-talented men and women with the tools necessary to support their work as they carry out complex and challenging responsibilities. Funding alone is not the only thing needed. The Department will also need to have the necessary human resource authorities to attract and retain the best and brightest people from around the country. These positions are not just in science, technology, and engineering but also manufacturing, maintenance, project and program management, and construction.

A skilled federal workforce is required for appropriate program and project oversight as the nuclear security enterprise is busier than it has been since the end of the Cold War. Over the past nine years, NNSA's program funding has increased 50 percent, while staffing has decreased 10 percent. Last year the Office of Personnel Management and NNSA's Office of Cost Estimating and Program Evaluation both independently determined the need to significantly increase NNSA federal staffing. Therefore, for NNSA to meet its growing nuclear security mission requirements, as described in the 2018 NPR, it will need the funding to hire aggressively for the next two years.

FY 2020 BUDGET REQUEST

The President's Budget for FY 2020 requests $31.7 billion for DOE to advance U.S. national security and economic growth through transformative science and technology innovation that

promotes affordable and reliable energy through market solutions and meets our nuclear security and environmental cleanup challenges. The FY 2020 budget request provides: $16.5 billion to modernize and restore the nuclear security enterprise and to maintain the safety and effectiveness of the nuclear stockpile, a $1.3 billion increase over FY 2019 enacted levels; $6.5 billion to continue our commitment to cleaning up the Cold War nuclear legacy; $5.5 billion to conduct cutting-edge, early-stage scientific research and development (R&D) and build state-of-the-art scientific tools and facilities to keep U.S. researchers at the forefront of scientific innovation, including achieving exascale computing in 2021.

This budget request demonstrates the Administration's strong support for NNSA, EM, and SC. For the nation to retain a credible deterrent and prevent, counter, and respond to global nuclear security threats, NNSA will require significant and sustained investments in its nuclear security mission.

The FY 2020 budget request for NNSA's Weapons Activities account is $12.4 billion, an increase of $1.3 billion or 11.8 percent over FY 2019 request levels. The programs funded in this account support the nation's current and future nuclear defense posture and the associated nationwide infrastructure of science, technology, engineering, cybersecurity, and production capabilities.

The majority of weapons in today's stockpile have surpassed their intended design life, thereby accumulating increasing risk. The United States has reduced its stockpile by 25 percent since 2010, while potential adversaries have increased their numbers of nuclear weapons and significantly modernized their nuclear capabilities.

The FY 2020 budget request for NNSA's DNN account is $2 billion, an increase of $63.3 million, or 3.3 percent above the FY 2019 request. DNN account activities address the entire nuclear threat spectrum by helping to prevent the proliferation of nuclear weapons, counter the threat of nuclear terrorism, and respond to nuclear and radiological incidents around the world.

NNSA's Office of Naval Reactors' FY 2020 budget request is $1.65 billion, a decrease of $140.2 million or approximately 7.8 percent below the FY 2019 enacted level.[1] The funding supports Naval Reactors' mission to provide militarily effective nuclear propulsion plants for Navy vessels and to ensure their safe, reliable and long-lived operation.

The President's FY 2020 Request includes $71 million in combined AI funding for SC's Advanced Scientific Computing Research (ASCR), Basic Energy Sciences (BES), Biological and Environmental Research (BER), Fusion Energy Sciences (FES), and High Energy Physics (HEP) programs, and $48 million for NNSA.

The EM program represents one of the top financial liabilities to the American taxpayer. As EM is put on a sustainable path forward, the FY 2020 budget request provides the resources necessary to build upon recent successes, bring a renewed sense of urgency to the program and

[1] Amounts do not reflect the transfer of funds to the Office of Nuclear Energy for maintenance and operation of the Advanced Test Reactor in FY 2019.

enable meaningful, measurable progress to projects and sites throughout the cleanup complex. Resources provided for in the FY 2020 budget request will:

- Advance construction on the Outfall 200 Mercury Treatment Facility, progress deactivation and demolition of remaining facilities at the East Tennessee Technology Park, and continue preparation of Building 2026 to support processing of the remaining uranium-233 material at ORNL in Tennessee.
- Initiate two transuranic waste processing lines, complete characterization of the high explosives plume in Canon de Valle and implement the full interim measure for the chromium plume at Los Alamos in New Mexico.
- Complete verification of cleanup, site restoration, and closeout activities at SPRU in New York.
- Ramp up efforts to address radioactive tank waste at the SRS in South Carolina through start-up of the Salt Waste Processing Facility and continued construction activities for necessary Saltstone Disposal Units.

Together, these investments for environmental management will make significant progress in fulfilling our cleanup responsibilities while also starting to address our high-risk excess facilities at NNSA sites.

PROJECT MANAGEMENT EXECUTION – SAFE QUALITY CONSTRUCTION ON BUDGET:

NNSA is driving continued improvement in contract and project management practices. Since 2011, NNSA has delivered approximately $2 billion in projects under budget—a significant portion of NNSA's total project portfolio. Some of NNSA's acquisition and project management achievements include:

- Over $500 million in cost savings via M&O contract competitions.
- Small Business Administration score revised from "F" to "A."
- Government Accountability Office narrowed the focus of its High Risk List to projects greater than $750 million.
- Delivered $2 billion project portfolio eight percent under budget.
- U.S. Strategic Command requested NNSA's best practices for project management.

NNSA is continuing to encourage competition and increase the universe of qualified contractors by streamlining its major acquisition processes. NNSA will continue to focus on delivering timely, best-value acquisition solutions for all programs and projects, by using a tailored approach to contract structures and incentives that are appropriate for the special missions and risks at each site.

CONCLUSION

This budget request represents a commitment from all of us at the Department of Energy to serve the American people with stewardship, accountability and service. We commit to ensure that DOE performs efficiently and effectively as we pursue our mission-driven goals.

We are at an extraordinary moment in American energy. In partnership with our National Laboratories, we will continue to support the world-class scientists and engineers who ignite American ingenuity and drive our competitiveness. The President's FY 2020 budget request for the Department of Energy positions us to seize opportunities and prioritize investments. We look forward to working with you and your colleagues in Congress in the coming weeks and months on these important funding details. Thank you, and we look forward to answering your questions.