

Summary Minutes of the

U.S. Department of Energy (DOE)
Commission to Review the Effectiveness of the National Energy Laboratories
Public Meeting

Commission Members in Attendance: TJ Glauthier, Co-Chair; Jared Cohon, Co-Chair; Norman Augustine, Wanda Austin; Paul Fleury; Cherry Murray; Susan Hockfield; Charles Elachi

Date and Time: 9:00 AM – 12:00 PM, February 24, 2015

Location: Hilton at Mark Center, 5000 Seminary Road, Alexandria, VA

Purpose: Meeting of the Commission to Review the Effectiveness of the DOE National Energy Laboratories

Presenters: Speakers
DOE Efforts to Revitalize Facilities and Infrastructure at DOE Laboratories
Joseph McBrearty, Deputy Director for Field Operations, Office of Science
Robert Haldeman, Director, Infrastructure Operations & Modernization, NNSA

Laboratory Efforts to Revitalize Facilities and Infrastructure

Lanny Bates, Director of Office of Campus Development, Brookhaven National Laboratory (Lanny Bates presented on behalf of) Jeff Smith, Deputy Director of Operations, Oak Ridge National Laboratory

DOE Staff: Karen Gibson, Designated Federal Officer

IDA & STPI Staff: Mark Taylor; Susannah Howieson; Libby Turpen; Susan Clark-Sestak; Robert Mahoney; Martha Merrill; Julian Zhu; Laurie Dacus

Meeting Summary

The Commission to Review the Effectiveness of the National Energy Laboratories (Commission) was convened for its sixth meeting at 9:00 AM on February 24, 2015. Commission Co-Chair TJ Glauthier led the meeting. The meeting included two panels: (1) DOE Efforts to Revitalize Facilities and Infrastructure at DOE Laboratories and (2) Laboratory Efforts to Revitalize Facilities and Infrastructure. The panels were followed by a presentation on the Commission Interim Report and Public Comments.

Opening of Public Meeting

Co-Chair Jared Cohen opened the meeting and welcomed the commissioners, speakers, and observers.

DOE Efforts to Revitalize Facilities and Infrastructure at DOE Laboratories

Joe McBrearty, Deputy Director for Field Operations, Office of Science, presented a briefing on the Office of Science's efforts to revitalize facilities and infrastructure, noting that mission needs come before maintenance in terms of budget. He described the Laboratory Operations Board revised method for assessing infrastructure in 2014 and the need to codify this process. NNSA was also involved in this process and a draft infrastructure strategic plan calls for a look at infrastructure across the enterprise.

The revised method fits well with the Office of Science's Annual Laboratory Plans and has gained credibility with DOE leadership and OMB. The Office of Science has been a good steward of its labs and infrastructure. However, gaps continue to exceed investments with \$700M needed in basic systems. The 2014 strategy may be institutionalized and used department wide.

Robert Haldeman, Director Operation and Modernization, NNSA presented a briefing on NNSA facility revitalization. He indicated that infrastructure problems within the nuclear security enterprise are increasing in frequency and severity, causing safety and programmatic risk. Dispositioning of older buildings is based on risk, and weighed against ongoing needs. He shared strategies to manage infrastructures, programs, and risks, as well as strategies for accelerating recapitalization. He also shared infrastructure success stories from 2014.

A Q&A session followed.

Laboratory Efforts to Revitalize Facilities and Infrastructure

Lanny Bates, Director of Office of Campus Development, Brookhaven National Laboratory, presented on Brookhaven's ten year strategic infrastructure plan. Brookhaven's campus strategy is an example of the kind of planning that Joe McBrearty described. He noted recent DOE investments have helped revitalize BNL, though several areas are still in need of improvement. BNL has a 10 Year Vision that focuses on their critical core capabilities, demolition of old buildings, targeted utility infrastructure investments, and Discovery Park, a public-private initiative. Accelerators are at the core of the science that Brookhaven addresses, so reliability of utilities is very important. Also, BNL has 3000 employees and 4500 users, so one of the things they focus on is how to accommodate and empower the users.

Lanny Bates also presented on behalf of Jeff Smith, Deputy Director of Operations, Oak Ridge National Laboratory, who was unable to attend due to weather-related travel issues. Jeff Smith's briefing focused on the importance of core infrastructure. The presentation outlined the need for increased investment in core infrastructure and endorsed the development of the Strategic Infrastructure Plan. In some cases, there are excess facilities that have become a burden, including those with some level of contamination that is costly to deal with. The presentation highlighted the \$2B needed for the D&D of excess facilities. The presentation also addressed the limited application of alternative financing, a 3 part financing solution, and progress made at the ORNL campus.

A Q&A session followed.

Commission Presentation of Interim Report and Public Comments

Martha Merrill, Science Policy Fellow at IDA Science and Technology Policy Institute and a member of the Commission staff, gave a summary of the public comments received on the Interim Report. Her summary included six comments:

- “Although Secretary Moniz has considerably encouraged the **National Laboratory Directors Council**, it was formally established prior to his tenure”
- **Benefits of the GOGO model:** The GOGO model has benefited the nation, and these benefits are not currently explicit in the interim report.
- **User facilities created based on mission need of DOE/SC:** In Chapter 4, the Commission correctly highlights that the user facilities support the broader S&T community and many of their researchers are funded by NIH and by NSF.

- **Origin of Nanoscale Research Centers:** Location selection was done by BES using a peer-reviewed competition.
- Some of the **Office of Science FACA advisory committees**, such as HEPAP, are jointly chartered by DOE and NSF. These committees are also increasingly including international participation.
- **Nuance about Fermilab transition in response to P-5 Report:** Fermilab is focusing much of its research on neutrino physics *using its accelerator complex*.

A Q&A session followed.

Public Comment

No members of the public requested the opportunity to comment

Meeting adjourned at 12:00 PM.

Respectfully Submitted:

Karen Gibson, Designated Federal Officer

I hereby certify that these minutes of the February 24, 2015 Lab Commission meeting are true and correct to the best of my knowledge.

TJ Glauthier
Co-Chair

Jared Cohon
Co-Chair

