



Department of Energy

Washington, DC 20585

December 28, 2010

MEMORANDUM FOR DISTRIBUTION

FROM:

DAE Y. CHUNG
PRINCIPAL DEPUTY ASSISTANT SECRETARY
FOR ENVIRONMENTAL MANAGEMENT

SUBJECT:

Schedule for Capital Asset Project Completions for Fiscal Year 2011

The intent of this memorandum is to communicate the Office of Environmental Management's (EM) expectations for forecasted project completions and their associated Critical Decision-4 (CD-4) package submittals planned for Fiscal Year (FY) 2011. EM plans to complete 2 Line Item Construction projects and 37 Environmental Cleanup project during FY 2011. A list of forecasted FY 2011 project completions is included in Attachment 1. A core Departmental goal is to complete EM projects within their estimated costs and ahead of schedule. Achieving this goal demonstrates that EM is a good steward of taxpayer money. Achieving said goal will also contribute to getting the Department removed from the "Government Accountability Office's (GAO) High Risk List."

The Department acknowledges a project as complete only after the CD-4 approval memorandum is signed by the appropriate Acquisition Executive (AE).

To foster efficiency and coordination of CD-4 approval efforts within EM, please provide your schedule for obtaining CD-4 approval for each project listed in Attachment 1 by January 21, 2011. Each schedule should include the following milestones:

- Completion of physical field work
- Federal Project Director verification that DOE Order 413.3A criteria are satisfied
- Development of the draft CD-4 package
- Incorporation of Headquarters comments on the CD-4 package
- Submittal of the final CD-4 package

The CD-4 package should be no more than 10 pages. To assist you in developing the CD-4 package, Attachment 2 is a sample of a CD-4 package, and Attachment 3 is the Standard Operating Procedure EM typically uses to process CD-4 packages for approval.

AE Authority for projects with a Total Project Cost (TPC) less than \$20M was determined to reside with the EM manager at each site (see Attachment 4, memorandum from I. Triay to Distribution, "Determination of Acquisition Executive Authority for Projects with a Total Project Cost or Environmental Management Total Project Cost of less than \$20M," dated May 27, 2010). For these projects, each site manager shall (1) provide the Office of Project Assistance and



Assurance (EM-11) verification (with documentation) that DOE Order 413.3A requirements were met, and (2) submit copies of the signed CD-4 approval package to EM-11 for the record.

If you have any questions, please contact Lowell Ely, Director, Office of Project Assistance and Assurance at (301) 903-6821.

Attachments

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DISTRIBUTION:

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David C. Moody, Manager, Savannah River Operations Office (SR)
John R. Eschenberg, Assistant Manager for Environmental Management, Oak Ridge Office (OR)
Matthew S. McCormick, Manager, Richland Operations Office (RL)
Kenneth W. Powers, Associate Administrator for Infrastructure and Environment, NA-50

Detailed Project Completion and Success Forecast - FY2011

Project Identifier	Project Title	CD-2/3 Approved Cost	Estimate At Completion (EAC)	Cost Performance EAC/CD-2/3	Project End (Mo./Yr)	Success Per 125% RCA Metrics	Success per RCA Metrics	EM and OECM Agree?	ARRA / Base / Line Item	Comments
02-U-101	DUF6 Conversion Project - Portsmouth & Paducah	\$345,000,000	\$566,893,000	164%	February-11	No	No	Yes	Line Item	CD-4 expected FY11
06-D-401	Sodium Bearing Waste Treatment Facility	\$461,600,000	\$547,000,000	119%	August-11	No	No	Yes	Line Item	CD-4 expected FY11
CH-ANLE-0040.NEW.R1.1	Building 310	\$14,017,000	\$14,017,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
CH-ANLE-0040.NEW.R1.2	Building 330	\$34,200,000	\$34,200,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
ID-0030B.R1.1	Buried Waste	\$75,427,931	\$75,427,931	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
ID-0030B.R1.2	In-Situ Grouting	\$22,666,022	\$22,666,022	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
OH-MB-0031	Soil and Water Remediation-OU-1	\$35,000,000	\$43,000,000	123%	December-10	No	No	Yes	Base	CD-4 expected FY11, Need BCP to extend completion date
OH-MB-0031.NEW.R1	OU-1 Project	\$19,700,000	\$19,700,000	100%	December-10	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
LANL-0030.R1.1	Defense Soil and Groundwater - MDA B	\$110,500,000	\$110,500,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
LANL-0030.R1.2	Defense Soil and Groundwater - GW Wells	\$45,000,000	\$45,000,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
LANL-0040-D.R1	Defense D&D-TA-21	\$74,000,000	\$74,000,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
SPRU-0040.R1.1	Building G2 and H2 D&D	\$37,000,000	\$37,000,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
SPRU-0040.R1.2	Contaminated Soil Removal - North Field	\$14,800,000	\$14,800,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3, Accelerated Completion
OR-0041.R1.3	Disposal Facility Expansion-EMWMF	\$34,000,000	\$34,000,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
OR-0041.R1.4	Disposal Facility Expansion-Sanitary Landfill	\$11,000,000	\$11,000,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
OR-0042.R1.2	Facility Demolition-Building 3026/Wooden Facilities	\$13,000,000	\$13,000,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
OR-0042.R1.3	Defense Remedial Actions	\$47,500,000	\$47,500,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
OR-0042.R1.4	Facility Demolition-Small Facilities/Hot Cells	\$25,900,000	\$25,900,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3

Detailed Project Completion and Success Forecast - FY2011

Project Identifier	Project Title	CD-2/3 Approved Cost	Estimate At Completion (EAC)	Cost Performance EAC/CD-2/3	Project End (Mo./Yr)	Success Per 125% RCA Metrics	Success per RCA Metrics	EM and OECM Agree?	ARRA / Base / Line Item	Comments
OR-0041.NEW.R1.2	Y-12 Biology Complex	\$29,853,000	\$29,853,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
OR-0042.NEW.R2.2	Non-Defense Facility Demolition - 2000 Complex	\$12,967,948	\$12,967,948	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
ORP-0014.R1.5	SY Transfer Line Upgrade	\$17,900,000	\$17,900,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
PA-0040.R1.2	C-340 D&D	\$36,301,000	\$36,301,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
PA-0040.R1.3	C-746-A D&D	\$31,500,000	\$31,500,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
RL-0011.R1	PPF D&D	\$330,187,000	\$330,187,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
RL-0040.R1.1	U Plant/Other D&D	\$256,452,000	\$256,452,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
RL-0040.R1.2	Outer Zone D&D	\$114,876,000	\$114,876,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
RL-0030.R1	Central Plateau Soil and Groundwater	\$181,600,000	\$181,600,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
RL-0041.R1.1	100 K Area Remediation	\$202,700,000	\$202,700,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
RL-0041.R1.2	ERDF Cell Expansion	\$56,400,000	\$56,400,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
RL-0041.R1.3	Accelerated Remediation & Disposal	\$89,000,000	\$89,000,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
RL-0041.R1.4	Super Cell 10	\$35,800,000	\$35,800,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
RL-0041.R2	618-10 Trench Remediation	\$72,400,000	\$72,400,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
SR-0030.R1.3	P Ash Basin Remediation Project	\$30,000,000	\$30,000,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
SR-0030.R1.5	R Ash Basin Remediation Project	\$11,800,000	\$11,800,000	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3
SR-0030.R3.2	Heavy Water Components Test Reactor	\$10,719,833	\$10,719,833	100%	September-11	Yes	Yes	Yes	ARRA	AE Approved CD-2/3

Detailed Project Completion and Success Forecast - FY2011

EM Forecast Accelerated Completions										
Project Identifier	Project Title	CD-2/3 Approved Cost	Estimate At Completion (EAC)	Cost Performance EAC/CD-2/3	Project End (Mo./Yr)	Success Per 125% RCA Metrics	Success per RCA Metrics	EM and OECM Agree?	ARRA / Base / Line Item	Comments
BRNL-0040	D&D-Brookhaven Graphite Research Reactor	\$53,800,000	\$53,800,000	100%	September-12	Yes	Yes	Yes	Base	Accelerated Completion due to ARRA
BRNL-0041	D&D-High Flux Beam Reactor	\$11,800,000	\$17,300,000	147%	September-12	Yes	No	Yes	Base	Accelerated Completion due to ARRA
ID-0040B	Nuclear Facility D&D	\$753,400,000	\$593,000,000	79%	September-12	Yes	Yes	Yes	Base	Accelerated Completion due to ARRA
SPRU-0040.C1	Nuclear Facility D&D-SPRU	\$78,600,000	\$78,600,000	100%	September-12	Yes	Yes	Yes	Base	AE Approved CD-2/3

Projects Without Adequate Baseline Documentations										
Project Identifier	Project Title	CD-2/3 Approved Cost	Estimate At Completion (EAC)	Cost Performance EAC/CD-2/3	Project End (Mo./Yr)	Success Per 125% RCA Metrics	Success per RCA Metrics	EM and OECM Agree?	ARRA / Base / Line Item	Comments
OH-MB-0013	Solid Waste Stabilization and Disposition-Mound	\$202,000,000	\$265,000,000	131%	December-10	No	No	Yes	Base	CD-4 expected FY11
OH-MB-0030	Soil and Water Remediation-Mound	\$164,000,000	\$250,000,000	152%	December-10	No	No	Yes	Base	CD-4 expected FY11
OH-MB-0040	Nuclear Facility D&D-Mound	\$484,000,000	\$505,000,000	104%	December-10	Yes	Yes	Yes	Base	CD-4 expected FY11

memorandum

DATE: September 17, 2010

REPLY TO

ATTN OF: EM-90:Eschenberg

SUBJECT: **APPROVAL OF CRITICAL DECISION-4, COMPLETION OF THE DEPARTMENT OF ENERGY-OAK RIDGE OFFICE REMEDIAL ACTIONS AT THE DAVID WITHERSPOON INC 1630 SITE**

TO: Laura O. Wilkerson, Federal Project Director, Y-12 Projects, EM-92

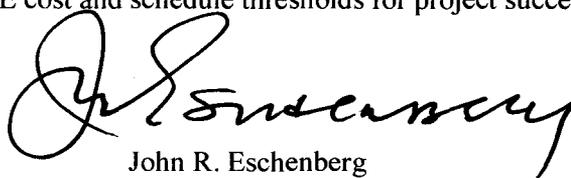
REF: DOE/OR/01-2459&D0, *Critical Decision 4: Completion of DOE-ORO Offsite Remedial Actions (Soil and Water Remediation-Offsites; PBS OR-0031)*

In accordance with the requirements of Department of Energy (DOE) Order 413.3A, *Program and Project Management for the Acquisition of Capital Assets*, the Office of Environmental Management has approved Critical Decision (CD)-4 for completion of DOE Oak Ridge Office (ORO) offsite remedial actions at the David Witherspoon, Inc. (DWI) 1630 Site in Knoxville, Tennessee. Based on review of the CD-4 document and your transmittal memorandum dated September 16, 2010, DOE ORO has successfully completed remedial actions at the privately owned DWI 1630 Site in accordance with the scope and requirements identified in the CD-2/3 approval memorandum (February 13, 2008) and the Project Execution Plan (PEP) (DOE/ORO-2244, Revision 2, January 2008). These remedial actions were completed under Project Baseline Summary (PBS) OR-0031, "Soil and Water Remediation-Offsites." The total budgeted cost estimate was \$13.4 million and the actual cost at completion was \$10.5 million. All major scope elements defining successful completion of this project, as identified in the CD-2/3 approval memorandum and the corresponding PEP, were successfully achieved, and there are no continuing operations or long-term stewardship requirements for DOE at this site.

This CD-4 approval applies only to the closeout of remedial actions addressed under the scope of the CD-2/3 approval memorandum, which primarily address remedial actions at the DWI 1630 Site. As described in the referenced CD-4 document, remedial actions at two additional privately owned properties outside the DOE Oak Ridge Reservation, the DWI 901 Site and the Atomic City Auto Parts Site, were completed prior to the CD-2/3 approval and are identified in the PEP as completed actions by 2007.

In support of the CD-4 approval, please submit the appropriate post project closeout requirements identified in DOE Order 413.3A and finalize reporting in the Integrated Planning, Accounting, and Budgeting System and Project Assessment and Reporting System. Any changes to the project's final cost or completed major scope elements will be documented in the project closeout documentation.

Congratulations to you and your team for safely and successfully completing the DOE ORO Offsite Remedial Action Project scope within DOE cost and schedule thresholds for project success.



John R. Eschenberg
Assistant Manager for
Environmental Management

413.68.a.1

Attachment

**Critical Decision 4: Completion of
DOE-ORO Offsite Remedial Actions**

(Soil and Water Remediation – Offsites; PBS OR-0031)



September 2010

**U. S. Department of Energy
Oak Ridge Office
Office of Environmental Management**

APPROVED FOR PUBLIC RELEASE

This document has been approved for release to the public by:

Larry Sparks 9/9/2010
DOE Oak Ridge Office Classification Officer Date

**Critical Decision 4:
Completion of DOE-ORO Offsite Remedial Actions
(Soil and Water Remediation – Offsites; PBS OR-0031)**

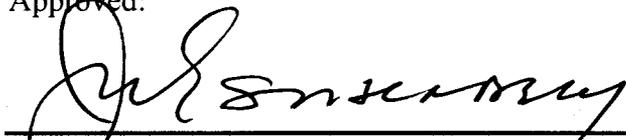
Submitted for Approval:



Laura O. Wilkerson
Federal Project Director, DOE-ORO

9/14/10
Date

Approved:



John R. Eschenberg
Assistant Manager for Environmental Management, DOE-ORO

9/20/10
Date

**Critical Decision 4:
Completion of DOE-ORO Offsite Remedial Actions
(Soil and Water Remediation – Offsites; PBS OR-0031)**

A. Purpose

The U.S. Department of Energy (DOE) Oak Ridge Office (ORO) has successfully completed remedial actions at three privately owned properties in Oak Ridge and Knoxville, Tennessee, where radioactive materials formerly associated with the DOE Oak Ridge Reservation (ORR) came to be located. Prior to 1984, DOE and its predecessors sold scrap materials from the Oak Ridge operations to local scrap dealers. Some of these scrap materials were subsequently determined to have been contaminated with radioactive and/or hazardous materials, which may have contributed to contamination of these properties. These properties include the Atomic City Auto Parts (ACAP) Site in Oak Ridge, Tennessee, and the David Witherspoon Inc. (DWI) 901 Site and David Witherspoon Inc. 1630 Site in Knoxville, Tennessee. In 1992, DOE entered into a consent order agreement and Memorandum of Understanding (MOU) with the Tennessee Department of Environment and Conservation (TDEC) that provided the authority for DOE to remediate these non-DOE-owned properties and assigned DOE the responsibility to remediate these sites under the Tennessee Superfund Law. The selected remedial actions at these properties now have been successfully completed.

The remediation of these three properties has been conducted under the DOE-ORO project designated as "Soil and Water Remediation – Offsites" under Project Baseline Summary (PBS) Oak Ridge (OR) 0031 (PBS OR-0031). This CD-4 documentation applies only to the closeout of the remedial actions at these DOE-ORO offsite properties addressed under the scope of the CD-2/3 approval (DOE 2008a), and not the closeout of the overall PBS OR-0031. This CD-2/3 approved scope primarily addresses remedial actions at the DWI 1630 site, since remedial actions at the DWI 901 Site and ACAP Site were completed prior to the CD-2/3 approval, and are identified in the Project Execution Plan (PEP) (DOE 2008b) as completed actions by 2007. Should any requirements for remedial actions at additional sites outside the DOE-ORR be identified in the future, new capital or operations projects may be added to PBS OR-0031.

B. Mission Need and Project Scope

The David Witherspoon Inc. 1630 Site is located at 1630 Maryville Pike, between the Kingsley Station and Mount Olive communities in Knox County, Tennessee. The site is just outside the boundary of the city of Knoxville, approximately 3 miles south of downtown Knoxville. The site is bounded on the northwest by the CSX Railroad and on the southeast by the Norfolk Southern Railroad. A small portion of the property is located across the Norfolk Southern track. The site covers approximately 48 acres and consists of five separate tracts of land in an industrial and residential mixed-use area. A closed landfill (the Witherspoon Landfill) occupies approximately 5 acres within two of the tracts. Prior to the interim removal action, approximately 20 acres of the site contained surface debris, including dismantled vehicles, equipment, scrap metal, drums, large containers, transformers, many other ferrous and nonferrous materials, and miscellaneous trash.

The DWI 1630 Site operated as an unregulated industrial landfill in the early 1950s until its closure in 1974. Additional property surrounding the landfill was used by DWI for the storage, treatment, and disposal of scrap metal and equipment, including materials contaminated with radionuclides. DWI was licensed by the Atomic Energy Commission (AEC) or the Tennessee Division of Radiological Health (TDRH) to handle and process certain radioactive materials at this site. During this period, the site received solid and liquid wastes from salvage and industrial operations, including pallets, cardboard, foundry sand, tires, and dust from industrial dust collectors. In 1973, TDEC issued a Commissioner's Order for the unregulated landfill to be closed. The landfill closure plan required regrading of the landfill, installing surface runoff ditches, and placing approximately 2 ft of clay cover over the landfill surface. DWI complied with the Order, but state inspections conducted in 1974 and 1975 indicated problems with the closure of the landfill, including erosion and inadequate drainage control. In 1983, TDEC found that other Witherspoon-affiliated companies were continuing to dump slag from smelting operations as well as industrial and demolition wastes at the landfill. TDEC issued a Notice of Violation stating that dumping must cease and the landfill must be properly closed.

Inspections conducted by TDEC in 1989 and 1990 identified indications that activities associated with past operations of the site had resulted in the release of hazardous substances into the environment. In or around 1991, TDEC placed the DWI 1630 Site on Tennessee's list of inactive hazardous waste sites (i.e., the Tennessee "Superfund" list). In 1991, TDEC issued a Commissioner's Order against DWI, several individual owners, DOE, and Union Carbide Corporation, requiring the named parties to conduct an assessment of the hazards at the site and to conduct remediation of hazardous contaminants. In settlement of its appeal from this Order, DOE and TDEC entered into a Consent Order under which DOE agreed to undertake an investigation and remediation of the site in a manner consistent with the NCP and to reimburse the State for its past and future response costs at the site.

In 1992 and 1993, DOE conducted a Phase I remedial investigation (RI) of the DWI 1630 Site, which found that subsurface soils were contaminated with volatile organic compounds (VOCs) and the site groundwater was contaminated with VOCs, metals, and pesticides. During the RI, a groundwater seep was identified to be contaminated with benzene, toluene, pesticides, SVOCs, and metals. A surface sludge sample containing oily substances was determined to contain total petroleum hydrocarbons and metals. Additional samples collected in 1995 from the eastern portion of the Witherspoon landfill showed the presence of a variety of metals, pesticides, dioxins and furans, and radionuclides. In 1999, DOE completed and submitted to TDEC the *Phase II Remedial Investigation/Feasibility Study for the David Witherspoon Inc. 1630 Site, Knoxville, Tennessee* (DOE 1999). DOE subsequently designed and implemented remedial actions at the site.

Remedial actions at the DWI 1630 Site began in 2006 and were completed in 2009. The scope of the interim actions included removal of all contaminated scrap materials from the site, excavation of soil contamination above remediation levels for offsite disposal, and repair of the landfill cap. Soil remediation included removal of 1-2 ft of soil over much of the site, and excavation at depths greater than 2 ft was performed where debris was buried or where contamination continued with depth as indicated during field verification activities. Repairs to

the landfill cap included the addition of approximately 25,000 yd³ of contour fill to provide at least a 2-3% slope to meet TDEC requirements for a solid waste landfill, the establishment of a surface vegetative layer, and the construction of improved drainage and erosion controls. Approximately 140,000 yd³ of waste was removed from the site for disposal at ORR waste management facilities. The entire site was then restored. DOE issued the *Interim Action Report for the David Witherspoon Inc. 1630 Site, Knoxville, Tennessee* (DOE 2009) in 2009.

Remedial actions at the ACAP Site and the DWI 901 Site were completed in 2005 and 2006, respectively, and therefore were not included within the scope of the CD-2/3 approval (DOE 2008a). Since the scope of this CD-4 document is tied directly to the CD-2/3 approval, these additional sites are not specifically addressed in this document. However, it is noted that these sites share similar characteristics, the remedial actions at each site were similar, and the remedial action objectives at each site were successfully accomplished within budget and on schedule.

C. Project Performance and Completion Criteria

C.1 Departmental Success Metrics

Remedial actions at the DWI 1630 site were completed on schedule and within budget. As summarized in Table C.1, the Total Planned Cost (TPC) of this project was \$13.4 million and the Total Cost at Completion was \$10.5 million. The Cost Performance Index (CPI) is 1.28. The resulting estimated cost variance is \$ 2.9 million below budget.

Table C.1 DOE-ORO Offsite Projects Cost Performance Summary

Original TPC (\$ million)	Directed Changes (\$ million)	Revised TPC (\$ million)	Costs at Completion (\$ million)	Discussion
\$ 13.4	-	\$ 13.4	\$ 10.5	Project completed under budget. CPI=1.28.

The project was completed on schedule, with completion of site restoration activities in February 2009 and submittal of the final Interim Action Report to TDEC in June 2009 (DOE 2009), well before the project completion milestone of March 2010 specified in the Project Execution Plan.

C.2 Key Performance Parameters and Project Completion Criteria

The Project Execution Plan (DOE 2008b) does not specify any Key Performance Parameters (KPPs) for this project. Remedial actions at the DWI 1630 site were conducted in accordance with the criteria specified in the Action Memorandum (DOE 2004) and in accordance with the Consent Order (TDEC 1991) and the MOU between DOE and TDEC (TDEC 1994).

Table C.2 DOE-ORO Offsite Projects Performance Parameters Summary

Original KPPs	Met	Discussion
No KPPs are specified in the Project Execution Plan. Remedial action objectives are specified in Action Memorandum (DOE 2004).	Yes	Remedial actions were completed in accordance with the requirements of the Action Memorandum and the Consent Order and the MOU between DOE and TDEC.

D. Requirements Outlined in DOE Order 413.3A

Table D.1 summarizes the completion of requirements outlined in DOE Order 413.3A and DOE Guide 413.3-16 for the DWI 1630 site remedial action project.

E. Project Performance Schedule Baseline

Remedial actions at the DWI 1630 site were completed on schedule, with completion of site restoration activities in February 2009 and submittal of the final Interim Action Report to TDEC in June 2009 (DOE 2009), well before the project completion milestone of March 2010 specified in the Project Execution Plan.

The removal of contaminated soil and materials from the DWI 1630 Site for disposal at the ORR and site restoration activities were completed in 2009. All contaminated scrap materials were removed from the site, soil contamination above remediation levels was excavated for offsite disposal, and the landfill cap was repaired. Approximately 140,000 yd³ of waste was removed from the DWI 1630 Site for disposal at ORR facilities.

F. Acquisition Strategy and Contract Management

Remedial actions at the DWI 1630 Site were conducted by the DOE-ORO prime cleanup contractor, Bechtel Jacobs Company, LLC (BJC). The Contractor determined and implemented disposition paths for all wastes generated during the life of this project, in accordance with contract requirements and DOE-ORO waste management policies and procedures. DOE provided disposal capacity at ORR waste management facilities for wastes generated during the execution of these remedial actions. Smaller quantities of wastes not suitable for disposal at onsite ORR facilities were dispositioned through turnkey treatment and disposal vendors (e.g., Energy Solutions of Utah). There are no continuing operations at the DWI 1630 site associated with these remedial actions, and therefore no need for further acquisition or contracting.

Table D.1. DOE-ORO Offsite Remedial Action Project Requirements Summary

Item*	Activity	Discussion
1.	Verify key performance parameters	Removal actions at this site were completed in accordance with Action Memorandum DOE/OR/01-2123&D1 (DOE 2004) and the Consent Order and MOU between DOE and TDEC. Attainment of remedial action objectives was verified by TDEC. No additional KPPs are specified in PEP.
2.	Perform Readiness Assessment or Operational Readiness Review	A Readiness Self Assessment and Internal Field Review for this project was completed by the contractor in 2006. No update/revision is needed since remedial actions have been successfully completed and there are no continuing operations.
3.	Commissioning Plan	Not applicable. (Not applicable to cleanup projects.)
4.	Transition to Operations Plan	Not applicable to cleanup projects with no continuing operations. Remedial actions at this site have been successfully completed and there are no continuing operations.
5.	Identify operations budget.	There are no continuing operations at the DWI 1630 site, and therefore no operations budget is required. The life-cycle baseline was approved in 2007, and the project was completed within budget.
6.	Update Quality Assurance Plan	The Quality Assurance Plan was issued in 2005 and amended in 2006. No update/revision is needed since remedial actions have been successfully completed and there are no continuing operations.
7.	Revise Environmental Management System	The Environmental Compliance Plan was issued in 2005 and amended in 2006. Remedial actions at this site were successfully completed to meet all regulatory requirements specified in Action Memorandum. There are no continuing operations or long-term stewardship requirements for DOE.
8.	Update Safeguards, Security and Safety Plans	The site-specific Health and Safety Plan for this project was issued in 2007 (BJC 2007). All activities were conducted in compliance with Occupational Safety and Health Administration (OSHA) regulations 29 CFR 1910.120 and 29 CFR 1926.65, as well as all applicable DOE directives and requirements. No update/revision is needed since remedial actions have been successfully completed and there are no continuing operations. There are no controlled or classified materials at this site following completion of remedial actions, so no Safeguards and Security Plan or Security Vulnerability Assessment is needed.
9.	Post CD-4 approval requirements/Final Project Closeout Report	The Interim Action Report was issued by DOE in 2009 (DOE 2009) and the corresponding TDEC Record of Completion is pending. DOE Final Project Closeout Report will be issued after CD-4 approval.

* DOE O 413.3A / DOE G 413.3-16 requirement.

G. Environmental Strategy

The remedial actions at the DWI 1630 site were completed to meet all regulatory requirements specified in Action Memorandum (DOE 2004) and the Consent Order (TDEC 1991) and MOU between DOE and TDEC (TDEC 1994). Attainment of the remedial action objectives at this site were verified by the TDEC. There are no long-term stewardship requirements for DOE. No updates or revisions were required to the Environmental Compliance Plan following completion of remedial actions, since there are no continuing operations.

H. Hazard Analysis

The DWI 1630 Site is a privately owned (non-DOE) property. This site also was determined to contain inventories of radiological materials below the threshold for categorization as a Hazard Category 3 nuclear facility. Therefore, no Documented Safety Analysis (DSA) or Technical Safety Requirements (TSRs) were required under the requirements of 10 CFR 830 Subpart B, and onsite operations were safely managed under a Preliminary Hazard Screening (PHS) document (BJC 2008) and site-specific Health and Safety Plan (HASP)(BJC 2007). No updates or revisions were required to either the Preliminary Hazard Screening or the Health and Safety Plan following completion of remedial actions since there are no continuing operations.

I. Transition to Operations

There are no continuing operations or long-term stewardship requirements for DOE at the DWI 1630 Site, and no continuing budget for operations is required. Therefore, transition to operations requirements are not applicable.

J. References

BJC 2007, *Health and Safety Plan for Debris & Soil Removal Project 1630 David Witherspoon Site*, BJC/OR-2740, May 2007.

BJC 2008, *Preliminary Hazards Screening for Remediation of the David Witherspoon Inc. (DWI) 1630 Site*, PHS-YT-1630-0923, Rev. 1, September 2008.

DOE 1999, *Phase II Remedial Investigation/Feasibility Study for the David Witherspoon Inc. 1630 Site, Knoxville, Tennessee*, DOE/OR/01-1802/V1-V4&D1, 1999.

DOE 2004, *Action Memorandum for Interim Removal Action at the David Witherspoon Inc. Sites, Knoxville, Tennessee*, DOE/OR/01-2123&D1, 2004.

DOE 2008a, *Approval of Critical Decision-2 for the Oak Ridge Operations Office Projects (OR-0013B, OR-0031, OR-0040, OR-0041, OR-0042, OR-0043)*, Memorandum from James A. Rispoli to Steve McCracken, Donna Perez, and Jack Howard, DOE Oak Ridge Office, February 13, 2008.

DOE 2008b, *Soil and Water Remediation – Offsites (PBS OR-0031) Project Execution Plan*, DOE/OR-2244, Revision 2, January 2008.

DOE 2009, *Interim Action Report for the David Witherspoon Inc. 1630 Site, Knoxville, Tennessee*, DOE/OR/01-2409&D1.

TDEC 1991, Consent Order No. 90-3444, January 18, 1991.

TDEC 1994, Memorandum of Understanding Implementing Consent Order 90-3444, October 6, 1994.

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Department of Energy
Washington, DC 20585

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2/15/08

February 13, 2008

MEMORANDUM FOR STEVE MCCRACKEN
FEDERAL PROJECT DIRECTOR
OAK RIDGE OFFICE

DONNA PEREZ
FEDERAL PROJECT DIRECTOR
OAK RIDGE OFFICE

JACK HOWARD
ACTING FEDERAL PROJECT DIRECTOR
OAK RIDGE OFFICE

FROM: JAMES A. RISPOLI *JARispoli*
ASSISTANT SECRETARY FOR
ENVIRONMENTAL MANAGEMENT

SUBJECT: Approval of Critical Decision-2 for the Oak Ridge
Operations Office Projects (OR-0013B, OR-0031,
OR-0040, OR-0041, OR-0042, OR-0043)

In accordance with the requirements of Department of Energy (DOE) Order 413.3A, Program and Project Management for the Acquisition of Capital Assets, I approve Critical Decision-2 (CD), Performance Baseline, for the near term Fiscal Year (FY) periods noted below for the following projects:

- OR-0013B Solid Waste Stabilization and Disposition (FY 2008-2014) - \$597.8M
- OR-0031 Soil and Water Remediation – Offsites (FY 2008-2012) - \$13.4M
- OR-0040 Nuclear Facility D&D – ETTP (D&D Fund) (FY 2008-2017) - \$1,698.5M
- OR-0041 Nuclear Facility D&D – Y-12 (FY 2008 – 2012) - \$337.8M
- OR-0042 Nuclear Facility D&D – ORNL (FY 2008 – 2012) – \$488.9M
- OR-0043 Nuclear Facility D&D – ETTP (Defense) (FY 2008- 2012) - \$3.2M

CD-3 is considered approved since these projects were in operation prior to the application of DOE Order 413.3A provisions to these projects. The Out-Year Planning Estimate Range (OPER) for the remaining work is as follows:

- OR-0013B Solid Waste Stabilization and Disposition - \$270.0M - \$310.0M for FY 2015 – FY2018/2019

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- OR-0031 Soil and Water Remediation – Offsites – None
- OR-0040 Nuclear Facility D&D – ETTP (D&D Fund) – None
- OR-0041 Nuclear Facility D&D – Y-12 - \$480.6M - \$564.8M for FY 2013 – 2021/2022
- OR-0042 Nuclear Facility D&D – ORNL - \$495.2M – 567.5M for FY 2013 – FY 2019/2021
- OR-0043 Nuclear Facility D&D – ETTP (Defense) - \$43.4M - \$45.5M for FY 2013 – FY 2016/2017

It is my expectation that the projects will continue to adhere to the requirements of DOE Order 413.3A as well as the EM Interim Guidance on Safety in Design or DOE-STD-1189, as appropriate. The Federal Project Directors should also assure accurate and current information is being reported in the Integrated Planning, Accountability, and Budgeting System, and inform Headquarters on progress and potential risks that may impact the project and regulatory milestones.

This CD-2 approves the independently reviewed and certified budget-constrained scope, schedule and cost near-term execution baseline and the OPER, including documented assumptions and an associated risk management plan. A certified near-term baseline means that it is reasonable that the identified scope could be accomplished for the identified cost in the identified time period if near-term baseline costs are funded as profiled and contingency funds are provided when and as required, and that this baseline is acceptable as a point from which to control future change. Because of current budget constraints, the certification process recognizes that changes in EM complex and site priorities and funding plans are likely to result in changes to near-term and out-year cost, schedule, and scope.

This CD-2 approval subjects the baseline to configuration control. Cost and schedule performance information from your contractor's Earned Value Management System should be reported against the approved near-term execution baseline in IPABS/PARS and in all future Quarterly Project Reviews.

This decision document is based upon a currently severely constrained budget and anticipates that such constraints will continue. Environmental compliance activities have been given high priority but cannot in all cases be fully funded without jeopardizing other highly critical activities necessary to avoid unreasonable risk to human health and/or national security. It is important that you engage your regulators at any point that you identify compliance issues not previously disclosed to the regulators (e.g., from FY 2008 appropriations, this CD-2 approval, or the FY 2009 President's budget request). Where compliance activities are not fully funded, managers must inform appropriate regulatory authorities to explain the reasons for the problem, explore alternatives, and attempt to resolve the issue.

Changes to the near-term baseline and OPER will be effected through the change control process documented in the approved Project Execution Plan. In addition, you are to use the near-term baseline and OPER as the basis for cost/benefit analyses to inform any future Acquisition Executive-directed baseline changes. Such future changes may be required to comply with applicable environmental legal obligations while maintaining essential functions necessary to protect human health, the environment and national security: reflect funding different from the baseline assumptions; incorporate technological advances; realize specific programmatic risks; or implement programmatic business cases. Prior to approving any baseline changes, the baseline should be independently reviewed and certified in accordance with the EM protocol for cleanup project baselines.

In addition to providing an approved near-term execution baseline, this CD-2 approval establishes the framework from which DOE, regulators, and stakeholders can understand the complex inter-relationship of activities within and among sites' cleanup scope. Therefore, the approved near-term baseline in conjunction with the OPER will also be used as a decision making tool in my out year planning initiative, as the rigorously-defined basis from which we can evaluate implications of various strategic options for completion of Environmental Management's overall mission.

If you have any further questions, please call me at (202) 586-7709 or Mr. J. E. Surash, Deputy Assistant Secretary for Acquisition and Project Management, at (202) 586-6382.

cc:

I. Triay, EM-2

J. Owendoff, EM-3

J. Surash, EM-50

G. Boyd, ORO

**U.S. Department of Energy
Office of Project Assistance and Assurance (EM-11)
Standard Operating Procedure (SOP)**

Title: EM-11 Office of Environmental Management Standard Operating Procedure, Validation of Project Readiness for Approval for Operations Critical Decision-4

EM ORG: EM-11 SOP #: 004

Revision #: 0

Effective Date: 10/1/10

- 1) **POLICY:** This Environmental Management (EM) procedure provides the process to be followed at Headquarters (HQ) and the Field organizations to obtain Critical Decision-4, Approve Start of Operations or Project Completions.
- 2) **OBJECTIVES:** The purpose of this procedure is to establish EM-11, Federal Project Director and site Federal Employee's responsibilities before recommending to the Director of EM-11 that a project is ready for CD-4 approval by the Acquisition Executive (AE). This procedure only applies to projects governed by DOE Order 413.3A, Program and Project Management for the Acquisition of Capital Assets.
- 3) **CANCELLATIONS:** This SOP does not cancel any previous SOPs.
- 4) **APPLICABILITY:** The provisions of this procedure will apply to EM-11 employees and Field organizations responsible for project management. Acquisition Executive Authority for projects with a Total Project Cost less than \$20 M was delegated to the EM manager at each site. For these projects, each site manager shall provide EM-11 verification that DOE Order 413.3A requirements were met and submit copies of the CD-4 approval package for the record.
- 5) **REFERENCES:**
 - a) DOE O 413.3A, Program and Project Management for the Acquisition of Capital Assets, dated July 28, 2006.
 - b) Memorandum, Ines R. Triay to Distribution, Determination of Acquisition Executive Authority for Projects with a Total Project Cost or Environmental Management Total Project Cost of less than \$20M, dated May 27, 2010.
 - c) DOE G 413.3-16, Project Transition/Closeout (CD-4), dated September 24, 2008.
 - d) Memorandum, D. Chung to Distribution, Office of Environmental Management Operations Program Management, dated April 21, 2010.
 - e) Development of Site Transition Plan, Use of the Site Transition Framework, and Terms and Conditions for Site Transition, memorandum from Director, Office of Legacy Management to Assistant Secretary, Office of Environmental Management, dated February 15, 2005.
 - f) Terms and Conditions for the Transition of Completed Environmental Projects from EM to the NNSA, memorandum, James A. Rispoli, Assistant Secretary, Environmental Management and Bruce Scott, Associate Administrator, Infrastructure and Environment, dated September 5, 2006.

- g) Office of Science and Environmental Management Terms and Conditions for Site Transition, dated February 9, 2006.
- h) Root Cause Analysis Contract and Project Management, Corrective Action Plan, dated July 2008.

6) **CONTACT:** Lowell Ely, Director, Office of Project Assistance and Assurance, EM-11, 301-903-6821, Lowell.Ely@em.doe.gov

7) **ABBREVIATIONS AND ACRONYMS:**

- a. Acquisition Executive – AE
- b. Critical Decision – CD
- c. Environmental Management – EM
- d. Federal Project Director – FPD
- e. Headquarters – HQ
- f. Key Performance Parameter – KPP
- g. National Nuclear Security Administration – NNSA
- h. Office of Engineering and Construction Management – OECM
- i. Office of Legacy Management – LM
- j. Office of Science – SC
- k. Point of Contact – POC
- l. Project Execution Plan – PEP
- m. Quality Assurance – QA
- n. Standard Operating Procedure – SOP

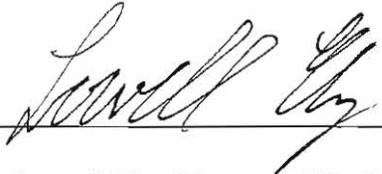
8) **ROLES AND RESPONSIBILITIES:**

- a) Federal Project Director:
 - i) Declare the project is complete when the scope of work included in the CD-2 approval memorandum and approved Project Execution Plan (PEP) is met. If additional project work scope not included in the CD-2 approval memorandum or PEP is required to meet a regulatory and local commitment, it should be managed as a separate project consistent with the requirements in DOE Order 413.3A.
 - ii) Prepare and submit to EM-11 the required CD-4 documentation outlined in DOE O 413.3A, Program and Project Management for Acquisition of Capital Assets, DOE G 413.3-16, Project Transition/Closeout (CD-4) and as required by the AE. A checklist is provided in Attachment A. Tailoring should be applied as necessary considering project size, complexity, cost and risks as outlined in DOE Order 413.3A
 - iii) Work with LM, NNSA or Science site coordinators, when applicable, to transfer land and/or facilities for operations or long-term stewardship. The terms and conditions for transitioning activities to LM, NNSA and Science are included in Section 5 of this document, references e, f and g, respectively. This effort should be started early in the CD-4 process and should be completed prior to CD-4 approval or no later than six months after CD-4 approval, including updating the Facilities Information Management System (FIMS) database to reflect ownership status change for real property . Additional information can be found in DOE Order 430.1B, Real Property Asset Management, or <http://fimsinfo.doe.gov>.

- iv) Prepare and submit to EM-11 director a memorandum requesting CD-4 approval by AE with summary documentation showing the status of the project's performance relative to Departmental Success Metrics goals and to the completion criteria outlined in the original CD-2 approval memorandum and originally approved CD-2 Project Execution Plan (PEP). The memorandum should also address the site's plan to complete all post CD-4 requirements within 12 months after CD-4 approval and to provide verification to EM-11 upon completion of those requirements. The summary documentation should also indicate whether the original KPPs were completed. If the above metrics/completion criteria were not met, provide an explanation. A generic template for the summary documentation is included in Attachment B. DOE's Departmental Success Metrics goals as documented by the Root Cause Analysis Contract and Project Management, Corrective Action Plan, dated July 2008 are:
 - (1) For Capital Asset Line Item Projects, projects will be completed at CD4 within the original approved scope baseline and within 10 percent of the original approved cost baseline (CD- 2), unless otherwise impacted by a directed change.
 - v) Keep EM-11 Site/Project Liaison and EM management apprised of the schedule of submittal for CD-4 package and brief EM and other organizations as necessary.
 - vi) Update PARS II including uploading CD-4 package and uploading final EVMS data.
- b) Director, Office of Project Assistance and Assurance:
 - i) Approve procedures for verifying projects are ready for Critical Decision-4.
 - ii) Monitor effectiveness of CD-4 approval process.
 - c) EM-11 Construction Team or Other Than Capital Asset Team:
 - i) Before a project is either ready for turnover for operation or the cleanup/D&D has been accomplished it is necessary to track progress of the site towards developing a CD-4 package for submittal to and approval of the AE. (Note: contract closure will be coordination by EM-80, Office of Acquisition and Contract Management)
 - ii) Contact the appropriate project personnel (POCs) to inquire whether they require assistance: (1) defining what needs to be included in the CD-4 package and (2) determining what the package should look like when it leaves the site to be approved at headquarters. The check list in the Attachment A should be sent to the site POC as a starting point for ongoing discussions between HQ and the site no less than three months before the anticipated CD-4 request.
 - iii) Ensure that EM-11 is included in the distribution for the drafts of the CD-4 package no later than 2 months before physical work is to be completed so that any major comments can be addressed before the final is submitted. By maintaining cognizance of the documents, EM-11 will be in a good position to be the advocate for the package when it is officially submitted by the site.
 - d) EM-11 Policy Baseline Management Team:
 - i) Develop or update policy for the CD-4 approval process. Attachment C includes a summary level outline of the process.

- ii) Coordinate HQ efforts to process CD-4 Package for approval.
- iii) Review site CD-4 documents for consistency and compliance with policy.

Approved By: Lowell Ely

Signature: 

Name and Title: Lowell Ely, Director of Project Assistance and Assurance, EM-11

Date: 10/8/10

SOP #: 004
Attachment A

Requirement Checklist for CD-4 Completion

CD-4 Approval on Start of Operations or Project Completions	Yes	No	N/A
Has the FPD determined if cost thresholds for success and Key Performance Parameters have been met and mission requirements achieved?			
Has the FPD drafted and submitted the CD-4 approval memo and supporting CD-4 documentation to EM-11 for review and comment?			
Have verifications been made to determine if KPPs or Project Completion Criteria have been met and mission requirements achieved? Have verifications been fully documented?			
Have project required Operational documents been prepared and approved? *			
Has the Project Transition to Operations Plan been completed and executed?			
Has the Documented Safety Analysis (DSA) been finalized and the Technical Safety Requirements (TSR) been established?			
Have contractor and DOE Readiness Review, including Management Self-Assessment, been conducted and corrective actions been addressed?			
Has DOE reviewed and approved the DSA and TSR and prepared a Safety Evaluation Report?			
Has the Hazard Analysis Report been finalized, reviewed and approved by DOE prior to operations?			
Have the National Environmental Policy Act (NEPA) documents and the Sustainable Building evaluation documents been finalized and incorporated into the project's Environmental Management System?			
Is the Security Vulnerability Assessment report finalized?			
Is the Cyber Security Plan Finalized?			
Has the QA Plan been updated for Operations?			
Has the Checkout, Testing, and Commissioning Plan been completed, reviewed and implemented? *			
Has Construction Project Safety and Health Plan been updated? *			
* Denotes not applicable for Environmental Cleanup Projects			
Post CD-4 Requirements			
Has the Post Implementation Review been conducted?			
Has a Lessons Learned Report been prepared?			
Has the Final Project Closeout Report been prepared?			
Has operational documentation (including land or facility transfer to external organization been approved)?			

SOP #: 004
Attachment B
CD-4 Approval for Project Title/Number
Site Location
Office of Environmental Management

A. Purpose

Define the purpose of the project.

B. Mission Need

Define the mission of the project.

C. Project Performance and Completion Criteria

a. Departmental Success Metrics

Discuss how project completed Departmental Metrics including success.

b. Key Performance Parameters and Project Completion Criteria as defined in the Project Execution Plan

Discuss how project completed original cost and Key Performance Parameters (KPPs).

Sample Tables

Original TPC	Baseline changes (note if directed change)	Revised TPC	Cost at CD-4	Discussion

Directed changes are mostly initiated by entities external to DOE which includes externally directed funding reductions. All requests to change the original cost baseline via directed change shall be submitted to EM-11 and approved by the Acquisition Executive prior to submittal of the CD-4 documentation.

Original KPPs	Met	Discussion

D. Requirements Outlined in DOE Order 413.3A

Provide brief summary how each requirement was met and reference applicable documents. Also indicate if applicable LM or NNSA transition plans were completed.

E. Project Performance Schedule Baseline

Provide schedule of approved CD milestones

F. Acquisition Strategy and Contract Management

Provide any changes to acquisition strategy and discuss actions to close out the contract or contract scope elements relating to the CD-4.

G. Environmental Strategy

Provide any changes to environmental strategy.

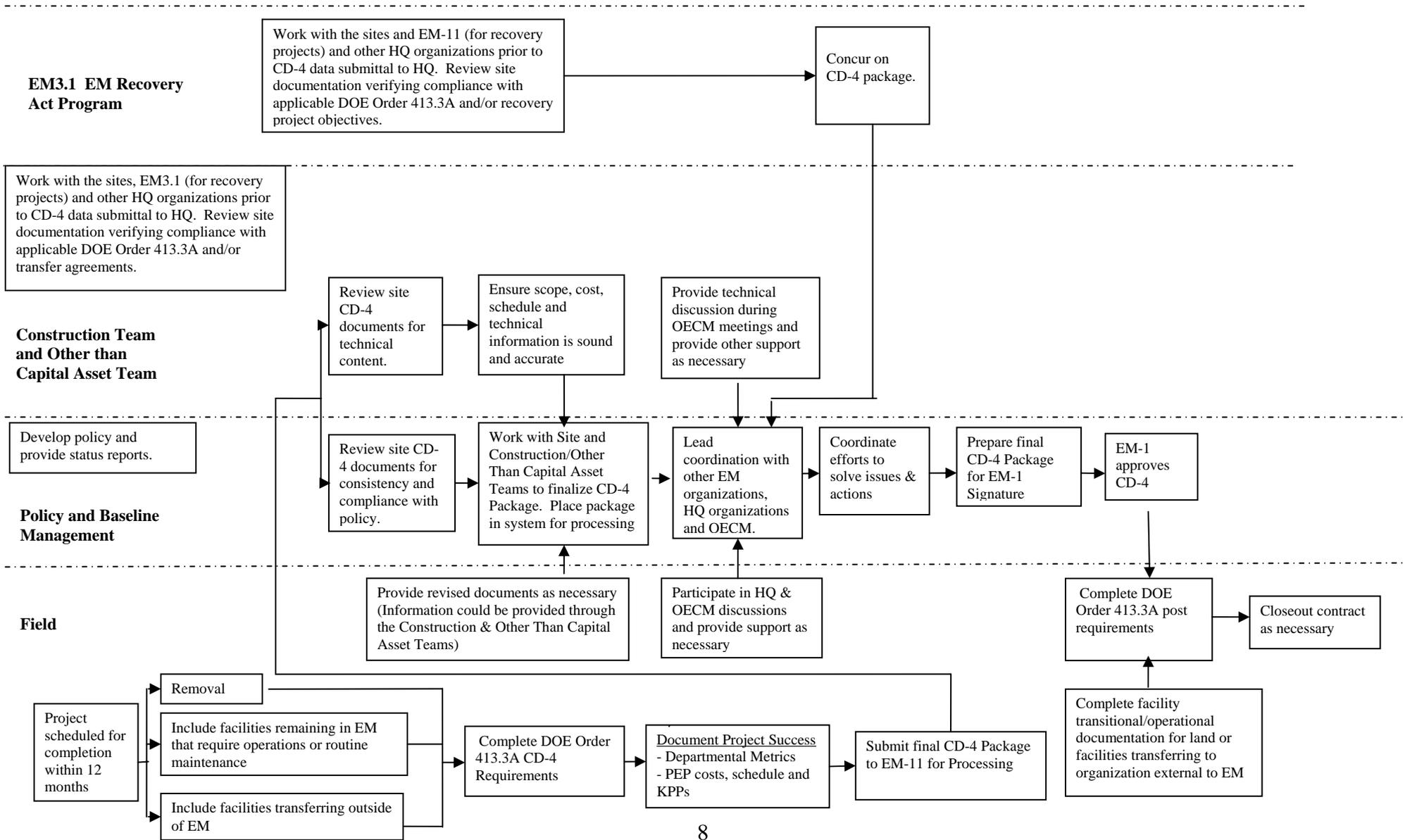
H. Hazard Analysis

Provide any changes to hazards analysis.

I. Transition to Operations

Provide brief summary of how project will transition to operations.

**SOP #: 004 – ATTACHMENT C
EM-11 WORK PROCESS FOR PROCESSING CRITICAL DECISION -4 APPROVALS**





Department of Energy
Washington, DC 20585

MAY 27 2010

MEMORANDUM FOR DISTRIBUTION

FROM:

INÉS R. TRIAY *Inés Triay*
ASSISTANT SECRETARY FOR
ENVIRONMENTAL MANAGEMENT

SUBJECT:

Determination of Acquisition Executive Authority for Projects
with a Total Project Cost or Environmental Management Total
Project Cost of less than \$20M

Consistent with the Program Secretarial Officer authorities established in DOE Order 413.3A, Section 5.e, Table 1, the determination has been made that Acquisition Executive authority including Critical Decisions (CD) for projects with a Total Project Cost or Environmental Management Total Project Cost of less than \$20 million resides with the EM manager at each site. Authority for CD-0 will remain under the authority of EM-1.

EM-10 will work with NA-50 to establish how this determination will be applied to EM activities at National Nuclear Security Sites.

If you have any questions, please contact Lowell Ely at 301-903-6821.



Distribution:

David A. Brockman, Manager, Richland Operations Office (RL)
Shirley Olinger, Manager, Office of River Protection (ORP)
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Ralph E. Holland, Acting Director, Consolidated Business Center Ohio (CBC)
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Richard Schassburger, Director, Oakland Projects Office
John Rampe, Manager, Separations Process Research Unit (SPRU)
Bryan Bower, Director, West Valley Demonstration Project Office (WVDP)
Donald Metzler, Director, Moab Federal Project Office (MOAB)
Steve Feinberg, Federal Project Director, Brookhaven National Laboratory (BNL)
John R. Eschenberg, Assistant Manager for Environmental Management, Oak Ridge
Office (OR)
Randal Scott, Deputy Associate Administrator for Infrastructure and Environment,
NA-50

cc:

Richard B. Provencher, (ID)
Gerald Boyd, Manager, (OR)
Dae Y. Chung, Principal, EM-2
Frank Marcinowski, Acting EM-3
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Merle Sykes, EM-4
Carmelo Melendez, Acting EM-10
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Mark A. Gilbertson, EM-50
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Robert Raines, MA-50