



**Department of Energy**  
Washington, DC 20585

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MEMORANDUM FOR STEPHEN W. MEADOR  
DIRECTOR  
OFFICE OF PROJECT ASSESSMENT

FROM: STEPHANIE A. SHORT   
ASSOCIATE DEPUTY DIRECTOR FOR FIELD  
OPERATIONS

SUBJECT: Independent Project Review (IPR) of the Utilities Upgrade  
Project (UUP) at Fermi National Accelerator Laboratory  
(FNAL)

I request that you organize an IPR of the UUP project at FNAL on December 9-10, 2014. The purpose of this IPR is to concurrently review aspects of the project to assess overall readiness for Critical Decision (CD)-2, Approve Performance Baseline, and CD-3A, Approve Start of Construction, Phase A.

The UUP project obtained approval of CD-0 on September 18, 2009, and CD-1 on November 15, 2010. To expedite the start and completion of this project, the CDs for the UUP project are tailored to allow procurement and construction to proceed in two phases.

This review will support CD-2 and CD-3A. In carrying out its charge, the review committee should consider the following questions:

1. Are all Key Performance Parameters (KPPs) sufficiently defined and documented to establish the project performance baseline? Are preliminary designs for all project scope (i.e., for CD-2), final design for Phase A scope (i.e., for CD-3A), and the respective design review reports complete? Similarly, is the Phase A scope towards achieving the KPPs sufficiently defined and documented?
2. Are the project cost and scope consistent with the draft Project Execution Plan and preliminary performance baseline? Has the schedule been appropriately updated? Is adequate cost, schedule and scope contingency identified to mitigate risk prior to and after CD-3A? Is an Earned Value Management System employed and ready to begin monthly PARS-II reporting in a timely manner?
3. Are the solicitation documents accurate and sufficiently mature to support the procurement and/or construction of the Phase A scope under CD-3A? Are the Acquisition Strategy and Acquisition Plan updated and approved? Are cost estimates reconciled and bids or quotes in-hand?



4. Have Environmental, Safety and Health aspects of the project been adequately addressed? Have the Hazard Analysis Report and final National Environmental Policy Act determination been issued? Are the necessary permits in place to allow the Phase A scope to commence?
5. Are there any interdependencies with other projects or significant research operations? If so, have they been identified and are there plans in place to mitigate risk for the Phase A scope?
6. Is the project being managed (i.e., properly organized and adequately staffed) to support the project to successful completion? Has the Integrated Project Team responded appropriately to recommendations from prior reviews?

David Michlewicz will serve as the Office of Operations Program Management point of contact for this review. If you have any questions, please call David at (301) 903-8432. I would appreciate receiving your office's report within 60 days of the conclusion of the review.

cc:

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