



Department of Energy  
Office of Science  
Washington, DC 20585

Office of the Director

August 2, 2018

MEMORANDUM FOR OFFICE OF SCIENCE ASSOCIATE DIRECTORS  
SC FACILITY DIVISION DIRECTORS  
SC PROGRAM MANAGERS  
SC SITE OFFICE MANAGERS  
SC FEDERAL PROJECT DIRECTORS

FROM: J. STEPHEN BINKLEY *J. Binkley*  
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OFFICE OF SCIENCE

SUBJECT: Office of Science Process to Exempt Projects \$50 Million  
or Less from DOE Order 413.3B

The purpose of this memorandum is to initiate a process that devolves the responsibility for planning, executing, and successfully delivering selected Office of Science (SC) projects to a lower level in DOE's line management. The intent is to exempt capital asset projects with a Total Project Cost (TPC) less than \$50 million from the requirements of DOE Order 413.3B, and delegate responsibility for their successful delivery from SC Associate Director's to the cognizant SC Laboratory Director.

In support of this process, this memorandum will:

1. Identify specific SC projects equal to or less than \$50 million that will be exempt from DOE Order 413.3B and SC's Decision Matrix.
2. Delegate responsibility for successful delivery of the exempted projects to the cognizant SC Laboratory Director.
3. Establish a set of fundamental expectations and requirements to guide the execution of exempted projects.

The driving force for this new process is the DOE Internal Regulatory Reform effort initiated in FY 2017. The process is designed to effectively implement direction from DOE's Deputy Secretary as part of the regulatory reform's effort to exempt capital asset projects having a TPC equal to or less than \$50 million from the requirements of DOE Order 413.3B.

SC currently manages a portfolio of 47 projects spanning capital asset projects, high performance computing projects, and projects resulting in contributions to international projects and partners.

The SC project portfolio currently encompasses 11 projects with a TPC less than \$50 million. Five of the 11 projects are post-CD-3, currently average greater than 90% complete, and will be completed by the end of FY 2019. One of the 11, Moller, has no



funding anticipated in the near term. There is little benefit to delegating these projects at this time in their lifecycle.

The remaining 5 projects are sufficiently early in their lifecycle provide an opportunity to benefit from an exemption. The attached table provides information for SC projects described above along with their exemption and delegation determination and responsible laboratory director.

In order to successfully deliver the exempted projects and to effectively implement this process, the responsible Laboratory Director must meet the following expectations and requirements:

1. The Laboratory has to have a demonstrated track record of successful project delivery.
2. The Laboratory has to use a defined project delivery system and documentation that is auditable.
3. The project has to have defined Key Performance Parameters (KPPs) with which DOE agrees.
4. The project has to have a high quality baseline supported by independent estimates with which DOE agrees.
5. The project has to have a qualified project director/manager.
6. The Laboratory has to define a project completion date and has to report progress at a level/frequency DOE agrees to; with significant project issues raised in a timely manner.
7. The Laboratory must maintain a well-documented, quantitative analyses of savings garnered from this exemption.
8. DOE/SC will assign a PEMP goal to the Laboratory and hold them accountable for successful execution of the delegated projects.

To fulfill the above expectations and requirements, the Laboratory must develop a Project Management Plan (PMP). The PMP shall describe the management methods, organization, project baseline, project control systems, reporting requirements, and documentation. The PMP will be submitted for concurrence by the SC Site Office Manager in consultation with the sponsoring SC Program Office.

The Site Office Manager, working with the DOE Contracting Officer and Laboratory, will modify the Laboratory contract to enable the delegation of responsibilities as defined by this process.

I believe that implementing this process in an open and disciplined manner will provide a basis to successfully judge the merits of exempting projects with a TPC less than \$50M, and to inform potential future delegations.

If you have any questions please contact me or Stephen Meador.

Attachment

## Office of Science Projects \$50M or Less

Project Name	TPC	Site Code	Program Office	% Complete	CD-4 Date	Meets Delegation Requirement	Delegated to:
<b>Past CD-2</b>							
LHC ATLAS Detector Upgrade	33,250	BNL	HEP	70.90%	9/30/2019	No	N/A
LHC CMS Detector Upgrade	32,217	FNAL	HEP	91.30%	12/31/2019	No	N/A
Facility for Advanced Accelerator Experimental Test II (FACET-II)	25,600	SLAC	HEP	29.00%	3/31/2020	Yes	Chi-Chang Kao, Director, SLAC
Super Cryogenic Dark Matter Search SNOLAB	21,500	SLAC	HEP	53.00%	9/30/2020	Yes	Chi-Chang Kao, Director, SLAC
Utilities Upgrade (UU)	36,000	FNAL	SLI	97.10%	1/31/2019	No	N/A
Utilities Infrastructure Modernization (UIM)	29,900	TJNAF	SLI	98.30%	12/31/2018	No	N/A
Infrastructure and Operational Improvements (IOI)	26,000	PPPL	SSI	92.50%	10/31/2019	No	N/A
<b>Not Past CD-2</b>							
Atmospheric Radiation Measurement Aerial Observation Capability (Air-ARM)	16,700	PNNL	BER		9/30/2021	Yes	Steven Ashby, Director, PNNL
Measurement Of a Lepton-Lepton Electroweak Reaction (MOLLER)	35,000	TJNAF	NP		9/30/2022	No	N/A
Super Pioneering High Energy Nuclear Interaction (sPHENIX)	35,000	BNL	NP		9/30/2022	Yes	Doon Gibbs, Director, BNL
Stable Isotope Production Facility (SIPF)	28,000	ORNL	NP		9/30/2020	Yes	Thomas Zacharia, Director, ORNL