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States Government

Department of Energy

Rocky Flats Office

DATE 4-30-92

Memorandum

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APR 21 1992

EG&G
ROCKY FLATS PLANT
CORRESPONDENCE CONTROL

ERD:FRL:4492

Solar Pond Project Planning and Progress

J. M. Kersh, Associate General Manager
Environmental Restoration and Waste Management
EG&G Rocky Flats, Inc.



I am writing to express my grave concern with the current status of the Solar Ponds project. I have recently received several indications that the project may not be adequately managed or coordinated. Since this is an extremely high priority and high visibility project within the EM-40 organization, I expect your prompt attention. My concerns, as well as my recommendation for corrective action, are summarized below.

1) After the FY92 budget discussions with DOE-HQ last fall, your staff expressed concerns that the Solar Pond project was still underfunded. In meetings with my Environmental Restoration Division during December, it was decided that the Project Management Plan needed to be updated from June 1991, before the DOE would entertain requests for additional funding. This update was formally requested by our memorandums, dated December 11, 1991 (ERD:BRL:10753), and January 21, 1992 (ERD:BRL:0631). Your updated plan, transmitted by memorandum, dated February 21, 1992, does not meet our expectations. Most notable are Figures 11-15, the detailed schedules, which are from June 1991. Your updated plan appears to ignore the DOE request or reflects a lack of understanding regarding the purpose of a management plan. The plan, including cost, schedule and scope changes, should be updated and provided to my office for approval no later than the end of April.

2) By memorandum, dated September 20, 1991 (ERD:BT:7753), DOE requested a program be developed to assure compliance with such statutes as the Endangered Species Act, Migratory Bird Treaty Act, and Fish and Wildlife Coordination Act. Further meetings and correspondence on this issue have taken place every month since then. Our correspondence, dated March 16, 1992 (ERD:BKT:3047), was particularly focused at the OU4 IM/IRA requirements. To date, these requirements have not been met by EG&G and a construction start on the IM/IRA might result in non-compliance. Construction should not begin at OU4 until EG&G has completed the required consultations with the US Fish and Wildlife Service. Completion of the required analysis to prepare for that consultation should have high priority.

BENJAMIN, A.	
BERMAN, H.S.	
BRANCH, D.B.	
BURLINGAME, A.H.	
CARNIVAL, G.J.	
COPP, R.D.	
CROUCHER, D.W.	
DAVIS, J.G.	
EVERED, J.E.	X
FERRERA, D.W.	
GOODWIN, R.	
HANNI, B.J.	
HEALY, T.J.	
HILBIG, J.G.	
DEKER, E.H.	
KERSH, J.M.	X
KIRBY, W.A.	
KRIEG, D.	
KUESTER, A.W.	
LEE, E.M.	
MAJESTIC, J.R.	
MARK, G.E.	
MORGAN, R.V.	X
PIZZUTO, V.M.	
POTTER, G.L.	
SANDLIN, N.B.	
SHEPLER, R.L.	
SULLIVAN, M.T.	
SWANSON, E.R.	
TAN, K.G.	
V. J.S.	
WILKINSON, R.B.	
WILSON, J.M.	
YOUNG, E.R.	
ZANE, J.O.	

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3) The two items above indicate a major concern with EG&G's management of the overall project. DOE Headquarters had scheduled a review of the project for the week of April 13th, but it was cancelled due to other priorities. I will be requesting a complete review of the organization, planning and management of the Solar Pond project in the near future. I look for this review to thoroughly define any problems that exist or have evolved over the life of the project so that corrective action can be quickly instituted.

I hope you appreciate my level of concern and my commitment to ensuring that the Solar Pond project is successful. I intend to take whatever steps are necessary to ensure the success of the project, and request a similar commitment from you. You may contact Rich Schassburger, extension 4888, for further coordination.


James K. Hartman
Acting Assistant Manager
for Environmental Management

cc:

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R. Greenberg, EM-453
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