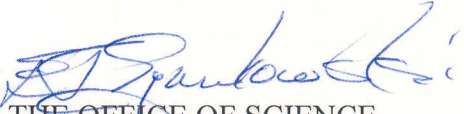


Department of Energy

Washington, DC 20585

June 28, 2010

MEMORANDUM FOR DANIEL R. LEHMAN
DIRECTOR
OFFICE OF PROJECT ASSESSMENT
OFFICE OF SCIENCE

FROM: EDMUND J. SYNAKOWSKI 
ASSOCIATE DIRECTOR OF THE OFFICE OF SCIENCE
FOR THE OFFICE OF FUSION ENERGY SCIENCES

SUBJECT: OFFICE OF SCIENCE PROJECT REVIEW FOR THE NATIONAL
SPHERICAL TORUS EXPERIMENT (NSTX) UPGRADE
PROJECT

I request that your office organize and conduct an Independent Project Review of the NSTX Upgrade project at PPPL on August 10-11, 2010. The purpose of this review will be to verify the readiness of the project to establish a performance baseline, proceed to final design and initiate early procurement/construction.

The NSTX Upgrade project received Critical Decision (CD)-0 approval in February 2009 and CD-1 approval in April 2010. The project team is currently working to complete preliminary design and will be seeking approval of CD-2, Approve Performance Baseline, and CD-3a, Initiate Early Procurement/Construction of a Limited Number of Work Packages.

In carrying out its charge, the review committee is requested to consider the following questions:

1. Have performance requirements been appropriately and sufficiently defined? Is the preliminary design sound and likely to meet the requirements?
2. Are the cost and schedule estimates credible and realistic to support establishment of the baseline? Do they include adequate contingency?
3. Is the project being managed (i.e., properly organized and adequately staffed) as needed to complete final design and support the project through construction to successful completion?
4. Are environmental, safety & health aspects being properly addressed given the project's current stage of development? Are integrated safety management principles being followed?
5. Is the project documentation (e.g., Project Execution Plan, Hazard Analysis Report) complete and ready for CD-2/3a approval?
6. Is the design adequately mature to initiate CD-3a long-lead procurement?



Barry Sullivan is the program manager for this project and will serve as the contact person for this review. He can be reached at 301-903-8438. I would appreciate receiving your committee's report within 60 days of the review's conclusion.

cc:

J. Makiel, SC-PSO
B. Sullivan, SC-FES
S. Eckstrand, SC-FES
G. Nardella, SC-FES
E. Oktay, SC-FES
K. Chao, SC-28
S. Prager, PPPL
A. Cohen, PPPL
M. Zarnstorff, PPPL
M. Williams, PPPL
R. Strykowski, PPPL
E. Perry, PPPL
M. Ono, PPPL
J. Menard, PPPL