



The Under Secretary of Energy

Washington, DC 20585

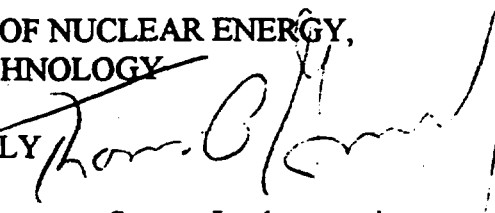
October 28, 1996

**MEMORANDUM FOR CHRISTINE A. ERVIN
ASSISTANT SECRETARY FOR ENERGY EFFICIENCY
AND RENEWABLE ENERGY**

**PATRICIA F. GODLEY
ASSISTANT SECRETARY FOR FOSSIL ENERGY**

**MARTHA A. KREBS
DIRECTOR, OFFICE OF ENERGY RESEARCH**

**TERRY R. LASH
DIRECTOR, OFFICE OF NUCLEAR ENERGY,
SCIENCE AND TECHNOLOGY**

FROM: THOMAS P. GRUMBLY 
**SUBJECT: Integrated Safety Management System Implementation at
DOE Facilities**

The Secretary's approval of the Safety Management System Policy, DOE P 450.4, on October 15, 1996, (copy provided at Attachment 1) requires the Department to implement an integrated Safety Management System (SMS). The Secretary has directed several actions that will lead the Department to improved safety performance. These actions will result in better integration of work and safety, or simply put, will enhance our ability to "do work safely."

Over the past several months, under Frank McCoy's leadership of a Safety Management Implementation Team, there has been a concerted effort to develop policy and guidance for implementing an integrated Safety Management System at ten priority facilities that are under the aegis of Defense Programs (DP) and Environmental Management (EM). I recognize and appreciate the contributions and efforts of the staff personnel who represented your organization and worked with us to develop this SMS policy and guidance for the Department.

This effort has now progressed to the point where it is appropriate to commence implementation throughout the Department. The purpose of this memorandum is to ask you to help us progress the SMS effort within your areas of responsibility. Your help is needed in a variety of areas; however, as a first step, I request that you identify those facilities and laboratories where the SMS can be, is being, or has been implemented.

I recognize that many facilities have made significant progress and are already developing many of the necessary elements for an integrated Safety Management System. Some have committed to negotiate contract revisions that require SMS implementation and take into account factors that may impact their mission and budget, such as hazards to personnel, the public, the environment, and property. Furthermore, I recognize that the SMS must be flexible and tailored, must be based on the work and its associated hazards, and must be integrated jointly by the contractor and DOE at all levels of management.

A Safety Management "Lessons Learned" Workshop is scheduled for November 19-21, 1996, in Denver, Colorado, to share the lessons learned in SMS implementation at the ten priority facilities and to address future implementation paths. This workshop will be a forum for developing plans for the next phase of our SMS initiative. Your current and intended representatives to the Safety Management Implementation Team should participate in the workshop, if possible. A list of the current team members is provided in Attachment 2. I also request that you provide to Frank McCoy by November 8, 1996, the names of designated SMS representatives for your field offices and facilities so that we may move ahead in a timely manner. The team will continue its coordination with your staff and designated representatives to ensure that the benefit of our experience and the lessons learned are provided for tailoring the SMS at your facilities. Your continuing support is needed if we are to succeed.

I solicit your cooperation and assistance and look forward to supporting your efforts in this regard as the Secretary's policy is implemented. If you have any questions or if you wish to discuss this subject further, please contact Frank McCoy at (202) 586-1418 or (803) 725-8600.

- Attachments: 1. Safety Management System Policy Notice, DOE P 450.4
2. Current Safety Management Implementation Team Members

cc:

V. Reis, DP-1
T. O'Toole, EH-1
A. Alm, EM-1
D. Pearman, FM-1
F. McCoy, Director, 95-2 Safety Management Implementation Team
Manager, Albuquerque Operations Office
Manager, Amarillo Area Office
Manager, Argonne Area Office
Manager, Chicago Operations Office
Manager, Idaho Operations Office
Manager, Kansas City Area Office
Manager, Los Alamos Area Office

cc: (continued)

Manager, Nevada Operations Office
Manager, Oak Ridge Operations Office
Manager, Oakland Operations Office
Manager, Ohio Operations Office
Manager, Richland Operations Office
Manager, Rocky Flats Operations Office
Manager, Savannah River Operations Office
Director, Morgantown Energy Technology Center
Director, Pittsburgh Energy Technology Center
Manager, Western Environmental Technology Office
Director, Ames Laboratory
Director, Argonne National Laboratory (East)
Director, Argonne National Laboratory (West)
Manager, Atlanta Support Office
Manager, Bartlesville Project Office
Manager, Batavia Area Office
Director, Bettis Atomic Power Laboratory
Manager, Boston Support Office
Manager, Brookhaven Area Office
Director, Brookhaven National Laboratory
Manager, Chicago Regional Support Office
Director, Thomas Jefferson National Accelerator Facility (former CEBAF),
Newport News, VA
Manager, Dallas Support Office
Manager, Denver Support Office
Director, Energy-Related Health Research Laboratory
Director, Energy Technology Engineering Center
Director, Energy Measurements Laboratory
Director, Fermi National Accelerator Laboratory
Manager, Fernald Field Office
Manager, Golden Field Office
Manager, Grand Junction Projects Office
Director, Hanford Environmental Health Foundation
Director, Idaho National Engineering Laboratory
Director, Inhalation Toxicology Research Institute
Manager, Kansas City Support Office
Manager, Kirtland Area Office
Director, Knolls Atomic Power Laboratory
Director, Lawrence Berkeley Laboratory
Director, Lawrence Livermore National Laboratory
Director, Lawrence Livermore National Laboratory -- Nevada Test Site
Manager, Lockheed Idaho Technical Center
Director, Los Alamos National Laboratory
Manager, Naval Petroleum Reserves - California
Manager, Naval Petroleum and Oil Shale Reserves - Colorado, Utah and Wyoming

cc: (continued)

Director, National Renewable Energy Laboratory
Manager, Nevada Test Site, Mercury, NV
Director, New Brunswick Laboratory
Manager, New York Support Office, New York, NY
Director, Oak Ridge Institute for Science and Education
Director, Oak Ridge National Laboratory
Director, Office of Scientific and Technical Information
Manager, Pacific Area Support Office, Honolulu, HI
Director, Pacific Northwest National Laboratory
Manager, Philadelphia Support Office
Manager, Pinellas Area Office
Manager, Pittsburgh Naval Reactors Office
Manager, Portsmouth Enrichment Office
Manager, Princeton Area Office, Princeton, NJ
Director, Princeton Plasma Physics Laboratory
Director, Radiobiology & Environmental Health Laboratory, University of
California, San Francisco, CA
Manager, San Francisco Support Office
Director, Sandia National Laboratories--Albuquerque, NM
Director, Sandia National Laboratories
Director, Savannah River Ecology Laboratory
Manager, Schenectady Naval Reactors Office
Manager, Seattle Support Office
Director, Stanford Linear Accelerator Center
Manager, Stanford Support Office
Director, Stanford Synchrotron Radiology Laboratory
Manager, Strategic Petroleum Reserve Project Office, New Orleans, LA
Director, Laboratory of Structural Biology and Molecular Medicine,
Los Angeles, CA
Director, U.S. Mission - OECD, U.S. Embassy, Paris, France
Manager, Waste Isolation Pilot Project Office, Carlsbad, NM
Manager, Westinghouse Electric Corp., Bettis Atomic Power Laboratory Naval
Reactors Facility, Scoville, IN



Department of Energy
Washington, DC 20585

ATTACHMENT 1

September 26, 1996

MEMORANDUM FOR THE SECRETARY

FROM: *[Signature]* Tara O'Toole, M.D., M.P.H.
Assistant Secretary
Environment, Safety and Health

SUBJECT: ACTION: Approval of Policy Statement, DOE P 450.4. Safety Management System Policy

ISSUE: The purpose of this memorandum is to request your approval of the policy statement requiring the Department to implement a formal, organized safety management process whereby people plan, perform, assess, and improve the safe conduct of work.

DISCUSSION: The attached policy statement establishes a Safety Management System institutionalized through Department of Energy directives and contracts. It would establish the Department-wide safety management objective, guiding principles, and functions. The system encompasses all levels of activities and documentation related to safety management throughout the DOE complex. The policy applies Department-wide, with the exception of the Naval Nuclear Propulsion Program, where the objectives of this policy are achieved by other means.

The policy statement was given full departmental coordination through the Directives System Points of Contact, and has been reviewed by the Defense Nuclear Facilities Safety Board. Subsequent to the review and comment resolution process, only editorial changes were necessary.

SENSITIVITIES: The development of the policy statement meets commitment 1.1 of the April 8, 1996, Implementation Plan for Defense Nuclear Facilities Safety Board Recommendation 95-2.

POLICY IMPACT: The issuance of this policy statement will satisfy the first milestone in the critical process of establishing an integrated systems approach to managing safety throughout the Department.

RECOMMENDATION: That you approve the attached policy statement.

Attachment

Approve

Disapprove

Date: October 15, 1996

[Signature]



10-15-96

SUBJECT: SAFETY MANAGEMENT SYSTEM POLICY

PURPOSE AND SCOPE

Safety Management Systems provide a formal, organized process whereby people plan, perform, assess, and improve the safe conduct of work. The Safety Management System is institutionalized through Department of Energy (DOE) directives and contracts to establish the Department-wide safety management objective, guiding principles, and functions.

The system encompasses all levels of activities and documentation related to safety management throughout the DOE complex. The objective of this policy is achieved by other means for Naval Reactors (Naval Nuclear Propulsion Program).

Throughout this policy statement, the term safety is used synonymously with environment, safety and health (ES&H) to encompass protection of the public, the workers, and the environment.

POLICY

The Department is committed to conducting work efficiently and in a manner that ensures protection of workers, the public and the environment. It is Department policy that safety management systems described herein shall be used to systematically integrate safety into management and work practices at all levels so that missions are accomplished while protecting the public, the worker, and the environment. Direct involvement of workers during the development and implementation of safety management systems is essential for their success.

The DOE safety management system establishes a hierarchy of components (see figure 1) to facilitate the orderly development and implementation of safety management throughout the DOE complex. The safety management system consists of six components: 1) the objective, 2) guiding principles, 3) core functions, 4) mechanisms, 5) responsibilities, and 6) implementation. The objective, guiding principles, and core functions of safety management identified below shall be used consistently in implementing safety management throughout the DOE complex. The mechanisms, responsibilities, and implementation components are established for all work and will vary based on the nature and hazard of the work being performed.

DISTRIBUTION:

All Departmental Elements

INITIATED BY:

The Office of Environment,
Safety and Health

COMPONENT 1 *Objective of Integrated Safety Management*

The Department and Contractors must systematically integrate safety into management and work practices at all levels so that missions are accomplished while protecting the public, the worker, and the environment. This is to be accomplished through effective integration of safety management into all facets of work planning and execution. In other words, the overall management of safety functions and activities becomes an integral part of mission accomplishment.

COMPONENT 2 *Guiding Principles for Integrated Safety Management*

The guiding principles are the fundamental policies that guide Department and contractor actions, from development of safety directives to performance of work.

Line Management Responsibility for Safety. *Line management is directly responsible for the protection of the public, the workers, and the environment. As a complement to line management, the Department's Office of Environment, Safety and Health provides safety policy, enforcement, and independent oversight functions.*

Clear Roles and Responsibilities. *Clear and unambiguous lines of authority and responsibility for ensuring safety shall be established and maintained at all organizational levels within the Department and its contractors.*

Competence Commensurate with Responsibilities. *Personnel shall possess the experience, knowledge, skills, and abilities that are necessary to discharge their responsibilities.*

Balanced Priorities. *Resources shall be effectively allocated to address safety, programmatic, and operational considerations. Protecting the public, the workers, and the environment shall be a priority whenever activities are planned and performed.*

Identification of Safety Standards and Requirements. *Before work is performed, the associated hazards shall be evaluated and an agreed-upon set of safety standards and requirements shall be established which, if properly implemented, will provide adequate assurance that the public, the workers, and the environment are protected from adverse consequences.*

Hazard Controls Tailored to Work Being Performed. *Administrative and engineering controls to prevent and mitigate hazards shall be tailored to the work being performed and associated hazards.*

Operations Authorization. *The conditions and requirements to be satisfied for operations to be initiated and conducted shall be clearly established and agreed-upon.*

COMPONENT 3 - *Core Functions for Integrated Safety Management*

These five core safety management functions provide the necessary structure for any work activity that could potentially affect the public, the workers, and the environment. The functions are applied as a continuous cycle with the degree of rigor appropriate to address the type of work activity and the hazards involved.

Define the Scope of Work. *Missions are translated into work, expectations are set, tasks are identified and prioritized, and resources are allocated.*

Analyze the Hazards. Hazards associated with the work are identified, analyzed and categorized.

Develop and Implement Hazard Controls. Applicable standards and requirements are identified and agreed-upon, controls to prevent/mitigate hazards are identified, the safety envelope is established, and controls are implemented.

Perform Work within Controls. Readiness is confirmed and work is performed safely.

Provide Feedback and Continuous Improvement. Feedback information on the adequacy of controls is gathered, opportunities for improving the definition and planning of work are identified and implemented, line and independent oversight is conducted, and, if necessary, regulatory enforcement actions occur.

COMPONENT 4 *Integrated Safety Management - Mechanisms*

Safety Mechanisms define how the core safety management functions are performed. The mechanisms may vary from facility to facility and from activity to activity based on the hazards and the work being performed and may include:

Departmental expectations expressed through directives (policy, rules, orders, notices, standards, and guidance) and contract clauses.

Directives on identifying and analyzing hazards and performing safety analyses.

Directives which establish processes to be used in setting safety standards.

Contractor policies, procedures and documents (e.g., Health and Safety Plans, Safety Analysis Reports, Chemical Hygiene Plans, Process Hazard Analyses) established to implement safety management and fulfill commitments made to the Department.

COMPONENT 5 *Responsibilities for Integrated Safety Management*

Responsibilities must be clearly defined in documents appropriate to the activity. DOE responsibilities are defined in Department directives. Contractor responsibilities are detailed in contracts, regulations and contractor-specific procedures. For each management mechanism employed to satisfy a safety management principle or function, the associated approval authority needs to be established. The review and approval levels may vary commensurate with the type of work and the hazards involved.

COMPONENT 6 *Implementation of Integrated Safety Management*

Implementation involves specific instances of work definition and planning, hazards identifications and analysis, definition and implementation of hazard controls, performance of work, developing and implementing operating procedures, and monitoring and assessing performance for improvement.

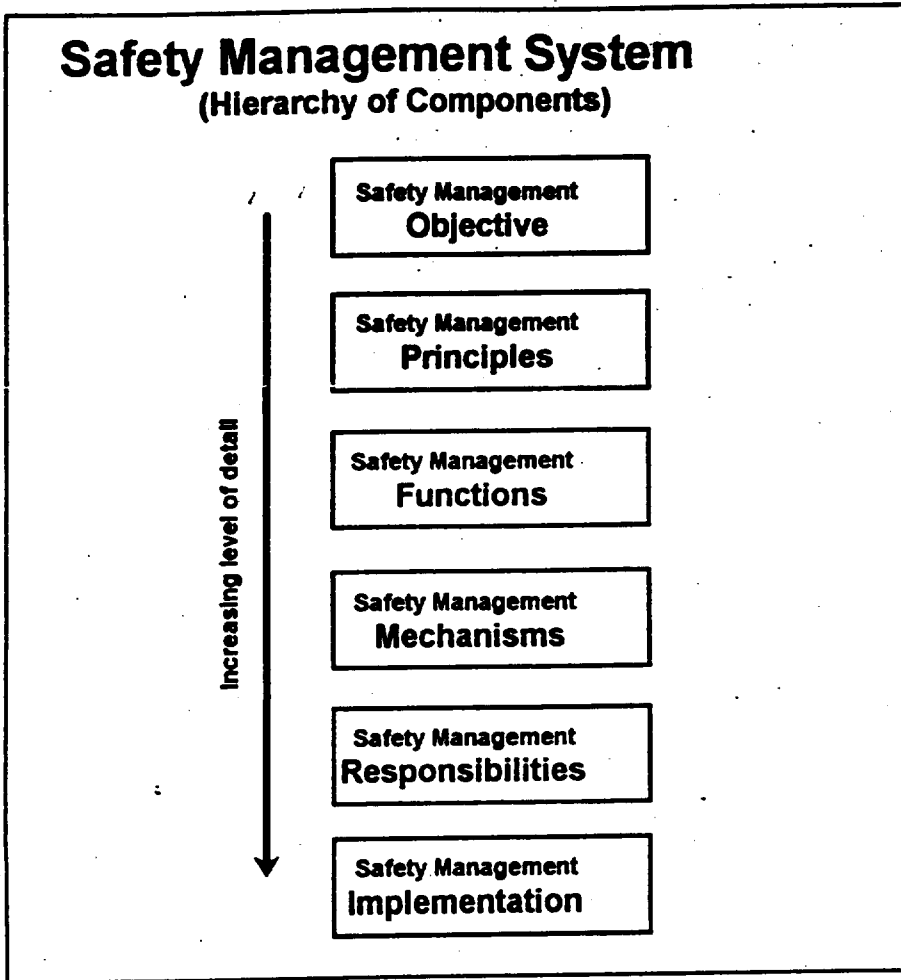


Figure 1



HAZEL R. O'LEARY
Secretary of Energy

SAFETY MANAGEMENT IMPLEMENTATION TEAM

<u>NAME</u>	<u>OFFICE NO.</u>	<u>FAX NUMBER</u>	<u>INTERNET ADDRESS</u>
MEMBERS			
MCCOY, Frank R. (HQ)	202-586-1418	202-586-6010	frank.mccoy@hq.doe.gov
(SR)	803-725-8600	803-725-7082	frank.mccoy@srs.gov
ROSE, Dan (AL)	505-845-5179	505-845-4664	drose@doeal.gov
BILLUPS, Charles (ER)	301-903-4097	301-903-7047	charles.billups@hq.doe.gov
	202-586-0095	202-586-1009	
CROWE, Dick (DP)	301-903-6214	301-903-1542	richard.crowe@dp.doe.gov
O'DELL, Charles (EM)	202-586-8672	202-586-2974	charles.o'dell@hq.doe.gov
EVANS, Thomas (HR)	202-426-1506	202-426-1480	thomas.w.evans@hq.doe.gov
HOBBS, John (ID)	208-526-0370	208-526-7414	hobbsjw@inel.gov
KING, Joe (DP)	301-903-6150	301-903-8754	joseph.king@hq.doe.gov
KING, Sue (AAO)	806-477-6150	806-477-5895	sking@pantex.com
MATHAMEL, Marty (EH)	301-903-5639	301-903-2582	marty.mathamel@hq.doe.gov
	202-586-7025	202-586-7330	
MORROW, Emil (DP)	202-586-5530	202-586-1873	emil.morrow@hq.doe.gov
WEIS, Mike (RF)	303-966-7076	303-966-2848	michael.weis@doe.rfets.gov
ZAMUDA, Craig (FE)	202-586-6367	202-586-6131	craig.zamuda@hq.doe.gov
<u>STAFF</u>			
REAMES, Marilyn	202-586-1418	202-586-6010	b.reames@srs.gov
WRIGHT, Linda	803-725-2203	803-725-7082	linda.wright@hq.doe.gov
WOLFE, Richard	202-586-7506	202-586-6010	richard.wolfe@hq.doe.gov
O'BRIEN, Tom	202-586-7533	202-586-6010	thomas.o'brien@hq.doe.gov
WYKA, Ted (Dep Rep for 95-2)	202-586-3519	202-586-3472	theodore.wyka@hq.doe.gov
STAFF Office Lines	202-586-7506, 7509, 7533 and 7542		
Conference Rooms (GA-155)	202-586-6960 (Suite Office No. 202-586-0800 to reserve room)		
Overhead/Conf. Room Reservations	202-586-6100		

SAFETY MANAGEMENT IMPLEMENTATION TEAM

<u>NAME</u>	<u>OFFICE NO.</u>	<u>FAX NUMBER</u>	<u>INTERNET ADDRESS</u>
<u>SITE Points of Contact</u>			
BROCK, Robert T. (SR)	803-725-9607	803-725-3376	robertt.brock@srs.doe.gov
POE, Robert (OR)	423-576-0891	423-576-5038	poerw@oro.doe.gov
HANSEN, Charles (RL)	509-376-7434	509-372-1926	charles_a_hansen@rl.gov
SIMKINS, Charles (OK)	510-637-1636	510-637-2013	charles.simkins@oak.doe.gov
(Pager 510-425-2674)			
BROWN, Nat (OH)	513-865-3252	513-865-4118	nat.brown@em.doe.gov

FOCUS GROUP ONE

<u>NAME</u>	<u>OFFICE NO.</u>	<u>FAX NUMBER</u>	<u>INTERNET ADDRESS</u>
CROWE, Dick (DP)	301-903-4221	301-903-5604	richard.crowe@hq.doe.gov
KING, Joe (DP)	301-903-6150	301-903-8754	joseph.king@hq.doe.gov
GREENAUGH, Kevin	301-903-5709	301-903-8754	kevin.greenaugh@hq.doe.gov
SAIN, Leo	803-952-4549	803-952-3185	leo.sain@doe.srs.gov
CAMPBELL, George	510-422-5217	510-422-3325	campbell8@llnl.gov
JOHNSON, Jim	510-422-5165	510-422-5176	jim.johnson@llnl.gov

NOTE: This list will increase over time

FOCUS GROUP TWO

<u>NAME</u>	<u>OFFICE NO.</u>	<u>FAX NUMBER</u>	<u>INTERNET ADDRESS</u>
MATHAMEL, Marty (EH)	301-903-5639	301-903-2582	marty.mathamel@hq.doe.gov
O'DELL, Charles (EM)	202-586-8672	202-586-2974	charles.o'dell@hq.doe.gov
GREENAUGH, Kevin (DP-45)	301-903-5709	301-903-8754	kevin.greenaugh@hq.doe.gov
EARL, Dick (FM-1)	202-586-4585	202-586-3933	richard.earl@hq.doe.gov
ENGLEHART, Dick (EH-31)	301-903-3718	301-903-1182	richard.inglehart@hq.doe.gov
MORRIS, Marcia (HR-6)	202-586-3272	202-586-9585	marcia.morris@hq.doe.gov
STECKLER, Dan (HR-6)	202-586-3515	202-586-9585	dan.steckler@hq.doe.gov
SMITH, Dean (HR-6)	202-586-6761	202-586-9585	dean.smith@hq.doe.gov
POE, Bob (OR)	423-576-0891	423-576-5038	poerw@oro.doe.gov
SMITH, Doug (RF)	303-966-5405	303-966-5405	dougias.smith@rfets.gov
ROSE, Dan (AL)	505-845-5179	505-845-4664	drose@doeal.gov
ADACHI, John (CH)	708-252-2777	708-252-2835	john.adachi@ch.doe.gov
TAYLOR-BOYD, Lori (EH-5)	301-903-3331	301-903-3189	lori.taylor-boyd@doe.gov

FOCUS GROUP THREE

<u>NAME</u>	<u>OFFICE NO.</u>	<u>FAX NUMBER</u>	<u>INTERNET ADDRESS</u>
EVANS, Thomas (HR)	202-426-1506	202-426-1480	thomas.w.evans@hq.doe.gov
KING, Joe (DP)	301-903-6150	301-903-8754	joseph.king@hq.doe.gov
ROTH, David (DP)	301-903-2061	301-903-5277	david.roth@hq.doe.gov
GEARS, Jerry (DP)	301-903-4912	301-903-1542	gerald.gears@hq.doe.gov
KAYSAC, John (EM)	202-586-0108	202-586-2974	john.kaysac@hq.doe.gov
BROUSSARD, Colette (EM)	301-903-5452	301-903-3877	colette.broussard@hq.doe.gov
HARDWICK, Ray (HR)	202-426-1510	202-426-1480	raymond.hardwick@hq.doe.gov
DRISCOLL, Tim (AL)	505-845-6944	505-845-4316	tdriscoll@doeal.gov

FOCUS GROUP FOUR

<u>NAME</u>	<u>OFFICE NO.</u>	<u>FAX NUMBER</u>	<u>INTERNET ADDRESS</u>
KING, Joe (DP)	301-903-6150	301-903-8754	joseph.king@hq.doe.gov
WOLFE, Richard	202-586-7506	202-586-6010	richard.wolfe@hq.doe.gov
O'BRIEN, Tom	202-586-7533	202-586-6010	thomas.o'brien@hq.doe.gov

FOCUS GROUP FIVE

<u>NAME</u>	<u>OFFICE NO.</u>	<u>FAX NUMBER</u>	<u>INTERNET ADDRESS</u>
MORROW, Emil (DP)	202-586-5530	202-586-8005	emil.morrow@hq.doe.gov
ZAMUDA, Craig (FE)	202-586-6367	202-586-6131	craig.zamuda@hq.doe.gov
HAUGHEY, Mary	301-903-2867	301-903-6172	mary.haughey@hq.doe.gov
HELFRICH, Jeanette	202-586-4218	202-586-6977	jeanette.helfrich@hq.doe.gov
STAFFO, Gary	202-586-9577	202-586-6004	gary.staffo@hq.doe.gov
GREENAUGH, Kevin (DP-45)	301-903-5709	301-903-8754	kevin.greenaugh@hq.doe.gov
WYKA, Ted (Dep Rep for 95-2)	202-586-3519	202-586-3472	theodore.wyka@hq.doe.gov

KEY HEADQUARTERS CONTACTS

NAME	OFFICE NO.	FAX NUMBER	INTERNET ADDRESS
STARK, Rich (EH)	301-903-4407	301-903-8693	richard.start@hq.doe.gov
BRUSH, Peter (EH)	202-586-6151	202-586-0956	peter.brush@hq.doe.gov
PEARSON, Orin (EH)	202-586-2407	202-586-6010	orin.pearson@hq.doe.gov
TOOPER, Frank (EH)	202-586-2009	202-586-9821	frank.pearson@hq.doe.gov
BLACK, Dick (EH)	301-903-3465	301-903-6172	richard.black@hq.doe.gov
STURDIVANT, Maggie (EH)	301-903-0078	301-903-6172	maggie.sturdivant@hq.doe.gov
HAUGHEY, Mary (EH)	301-903-2867	301-903-6172	mary.haughey@hq.doe.gov
STELLO, Victor (DP)	301-903-2410	301-903-1542	victor.stello@hq.doe.gov
GREENAUGH, Kevin (DP-45)	301-903-5709	301-903-8754	kevin.greenaugh@hq.doe.gov
READ, Jacques (EH)	301-903-2535	301-903-6172	jacques.read@hq.doe.gov
TROY, Anne (GC)	202-586-6975	202-586-6977	anne.troy@hq.doe.gov
HELFRICH, Jeanette (GC)	202-586-4218	202-586-6977	jeanette.helfrich@hq.doe.gov
SMITH, Doug (RF)	303-966-5405	303-966-5405	douglas.smith@rfets.gov
TSENG, John (EM)	202-586-0383	202-586-7757	john.tseng@hq.doe.gov
WHITE, Alfred (FE)	202-586-7226	202-586-6131	alfred.white@hq.doe.gov
HARTMAN, William (NE)	301-903-5462	301-903-5005	william.hartman@hq.doe.gov

KEY FIELD CONTACTS

INTERNET ADDRESS

FAX NUMBER

OFFICE NO.

NAME

POSTON, Amy	803-725-9647	803-725-4414	amy.poston@doe.srs.gov
PELLEGRINO, Dan	505-845-5398	505-845-4664	dpellegrino@doeal.gov
OSER, Eric	803-952-9893	803-952-8295	eric.oser@doe.srs.gov
McBRIDE, Martin	423-241-4713	423-241-4331	mcbriemb@oro.doe.gov
HOAG, Dan	423-576-0511	423-241-4331	oag@ornl.gov
McEAHERN, Patrice	303-966-4265	303-966-2848	patrice.mceahern@rfets.gov
CLENDENNING, Randall	803-725-5013	803-725-5153	randall.cledenning@doe.srs.gov
JOHNSON, Sandy	803-952-4740	803-952-3236	sandra-1.johnson@doe.srs.gov
CLARK, Suzanne	509-376-9055	509-373-6100	suzanne_s.clark@rl.gov
BUHL, Tony	303-966-4377	303-966-6214	tony.buhl@rfets.gov
SARGENT, Dero	303-966-6222	303-966-3276	dero.sargent@rfets.gov
MCAFFEE, Lee	505-667-4218	505-665-3811	jim3@lanl.gov
AUGUSTENBORG, Jay	509-372-1407	509-372-1926	jay_m_augustenborg@rl.gov