



Department of Energy  
Office of Science  
Washington, DC 20585

MEMORANDUM FOR KURT FISHER  
DIRECTOR  
OFFICE OF PROJECT ASSESSMENT

FROM: MICHAEL PROCARIO  
DIRECTOR OF FACILITIES  
OFFICE OF HIGH ENERGY PHYSICS

SUBJECT: Request that the Office of Project Assessment Conduct an  
Independent Project Review for the Mu2e Project

I am writing to request your office to conduct an Independent Project Review of the Mu2e Project at Fermilab on February 23–25, 2021. The review may be conducted virtually with contactless remote access. At the last Department of Energy (DOE) review, held December 10-12, 2019, the project's float to CD-4 was two months and there was considerable pressure on the remaining contingency. Since then, COVID has impacted the project and the delivery schedule for a key vendor driving the critical path is further delayed. The purpose of the review is to assess the project's status and progress since the last DOE review and determine whether a Baseline Change Proposal will be required to successfully complete the project.

As part of the assessment, your committee should address the following questions:

1. Is the project making adequate technical progress to ensure that the completed project will perform as planned and the key performance parameters will be met?
2. Are the resource-loaded schedule and the estimate-to-complete up-to-date, accurate, and credible?
3. Is the project appropriately handling Environment, Safety and Health in the COVID era?
4. Are the major procurements being managed appropriately?
5. Has an analysis of the underlying causes of cost increases and schedule delays been performed and is it credible, accurate, and complete?
6. Considering the work remaining, risks and uncertainties including pandemic impacts, are the cost and schedule contingencies adequate to ensure project

- completion within the approved performance baseline? Are recovery plans and/or other management actions being developed effectively where needed? If contingency allows, have opportunities been evaluated for restoration of previously reduced scope?
7. Has the project responded satisfactorily to the recommendations from previous reviews?
  8. Are there any other significant issues that require management attention?

As Program Manager for the Mu2e Project, Dr. Theodore Lavine will serve as the contact person for the Office of High Energy Physics for this review.

We appreciate your assistance in this matter. As you know, these reviews play an important role in our program. I look forward to receiving your committee's report.

cc: J. Stephen Binkley, SC-2  
Harriet Kung, SC-3  
James Siegrist, SC-35  
Theodore Lavine, SC-35  
Russ Warren, FSO  
Paul Philp, FSO  
Ron Ray, Fermilab  
Douglas Glenzinski, FNAL