

**ENVIRONMENTAL MANAGEMENT ADVISORY BOARD
U.S. DEPARTMENT OF ENERGY
1000 INDEPENDENCE AVENUE SW
WASHINGTON, DC 20585**

December 9, 2011

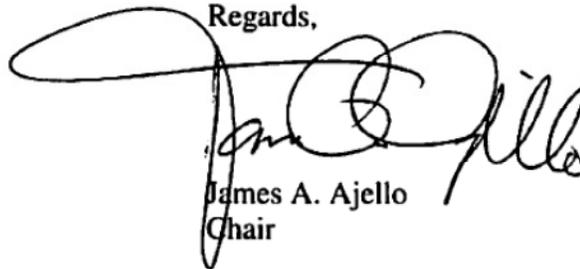
Mr. David Huizenga
Acting Assistant Secretary for
Environmental Management
1000 Independence Avenue SW
Washington, DC 20585

Dear Mr. Huizenga:

As you know, the Environmental Management Advisory Board (EMAB) is charged with providing advice and recommendations on issues affecting the Environmental Management (EM) program. Specifically, throughout Fiscal Year 2010 and 2011, the Board was asked to review specific topics related to Acquisition and Project Management. In light of this request, the Board respectfully submits the attached report and recommendations for your review. EMAB members approved this report and subsequent recommendations during the Board's public meeting on December 5, 2011, in Washington, D.C.

If you have any questions regarding the report and/or recommendations, please feel free to contact myself or the Board's Designated Federal Officer, Ms. Kristen G. Ellis.

Regards,



James A. Ajello
Chair

Enclosure