

**Delegation of Authority**

Memo To: Radiation Safety Officer  
From: Chief Executive Officer  
Subject: Delegation of Authority

You, RAY A. CARLSON, MS have been appointed Radiation Safety Officer and are responsible for ensuring the safe use of radiation. You are responsible for managing the radiation protection program; identifying radiation protection problems; initiating, recommending, or providing corrective actions; verifying implementation of corrective actions; stopping unsafe activities; and ensuring compliance with regulations. You are hereby delegated the authority necessary to meet those responsibilities, including prohibiting the use of byproduct material by employees who do not meet the necessary requirements and shutting down operations where justified by radiation safety. You are required to notify management if staff do not cooperate and do not address radiation safety issues. In addition, you are free to raise issues with the NRC.

I accept the above responsibilities,

Arif H. Hakeem  
Signature of Management Representative  
(OWNER) ARIF HAKEEM  
M.A.  
6/1/2012  
Date

Ray A. Carlson  
Signature of Radiation Safety Officer  
6/1/12  
Date

# Heart Care Associates PLLC

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To Dennis O'Don

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Re Delegation of  
Authority.

From Dr. Hakim

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Date 6.1.12

Dr. Hakim

Heart Care Associates