


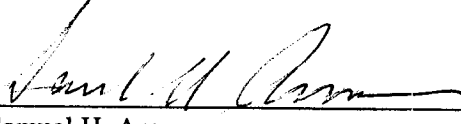


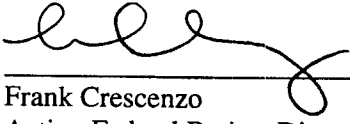
National Synchrotron Light Source II Project
Integrated Project Team Charter

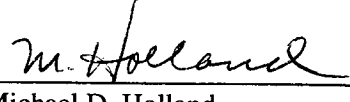
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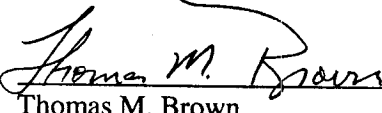
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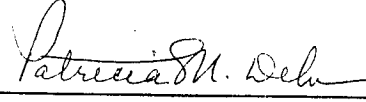
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1. Purpose

This Integrated Project Team Charter defines and integrates the roles and responsibilities of the Integrated Project Team (IPT), which is responsible for the completion of the National Synchrotron Light Source II (NSLS-II) Project for the U.S. Department of Energy (DOE) Office of Science (SC). By its nature, the Charter constitutes the agreement among the IPT members as to how the project baselines will be managed, the coordination and cooperation that will be afforded all team members and the dedication of each team member to bring the project success. The charter embodies the three basic tenets of an IPT: the Federal Project Director is in charge of the project; the IPT is advisory and an implementing body to the Director; and direct communication is expected as a means of exchanging information and building trust.

This IPT Charter has been prepared in accordance with the requirements of DOE O 413.3A, *Program and Project Management for the Acquisition of Capital Assets*, and its implementation manual, DOE M 413.3-1, *Project Management for the Acquisition of Capital Assets*. The charter will be in effect until officially rescinded and will be updated as needed to reflect any changes.

2. Project Description

The NSLS-II will be a new synchrotron light source, highly optimized to deliver ultra-high brightness and flux and exceptional beam stability. It will also provide advanced insertion devices, optics, detectors, robotics, and a suite of scientific instruments that will enable the study of material properties and functions down to a spatial resolution of 1 nm, energy resolution of 0.1 meV, and with ultra-high sensitive capability to perform spectroscopy on a single atom.

The objective of the NSLS-II Project is to deliver a research facility to advance fundamental science and have the capability to characterize materials at the nanoscale. It will also be a user facility made available to other researchers from universities, industries and other laboratories.

The project scope includes the design, construction, and installation of the accelerator hardware, civil construction, and central facilities required to produce a new synchrotron light source. It includes a third generation storage ring, full energy injector, experimental beamlines and optics, and appropriate support equipment, all housed in a new building.

3. Integrated Project Team

DOE uses an integrated project teaming approach for management of projects, especially the acquisition of capital assets. The Integrated Project Team, organized and led by the Federal Project Director, is an essential element in DOE's acquisition process and is used during all phases of a project's life cycle. This team consists of

professionals representing diverse disciplines with the specific knowledge, skills, and abilities to support the Federal Project Director in successfully executing the project. The IPT for the NSLS-II Project will consist of members from both DOE and the contractor, Brookhaven Science Associates (BSA). The team membership will change as a project progresses from initiation to closeout to ensure the necessary skills are always represented to meet project needs.

The IPT will:

- Support the Federal Project Director.
- Develop and/or participate in project planning, baseline development and contracting.
- Ensure all project interfaces are identified, completely defined, and managed to completion.
- Identify and define appropriate and adequate scope, schedule and cost parameters.
- Support the preparation, review, and approval of project documentation including Critical Decision packages.
- Review and assess project performance and status against established performance parameters, baselines, milestones and deliverables.
- Identify and resolve issues.
- Plan and participate in project reviews, assessments, and appraisals as necessary.
- Review and evaluate baseline and funding change requests and support the Change Control Boards as requested.
- Plan and participate in operational readiness assessments.
- Support the preparation, review, and approval of project completion and closeout documentation.

Each member is responsible for supporting project performance, scope, schedule, cost, safety, and quality objectives; for identifying and meeting project and contract commitments; and for maintaining communication with other IPT members.

The IPT is grouped into three areas (i.e. Executive, Core and Support) with specific expectations on their responsibilities.

3.1 Executive Members

These members provide executive leadership to the NSLS-II Project and champion its success in their respective organizations. The Federal Executive Members consist of the Director of the SC Office of Basic Energy Sciences (SC-BES), the Manager of the SC Brookhaven Site Office (SC-BHSO) and the BNL Director. These members are responsible for ensuring that the necessary resources and support are provided and that needed approvals are provided in a timely manner.

3.2 Core Members

The Core Team provides the day-to-day leadership for the NSLS-II Project and consists of the Program Manager, the Federal Project Director, Deputy Federal Project Director, the BNL Project Director and BNL Deputy Project Director.

The NSLS-II Federal Project Director, located at the SC-Brookhaven Site Office, will serve as the Team Lead. The NSLS-II Federal Project Director's responsibilities involve:

- Leading the Integrated Project Team, providing broad program guidance, and delegating appropriate decision-making authority to the IPT members;
- Preparing and maintaining the Integrated Project Team Charter and operating guidance with IPT support;
- Keeping the IPT and upper management informed;
- Scheduling and holding regular meetings;
- Initiating the development and implementation of key project documentation (e.g., Project Execution Plan);
- Serving as the single point of contact between Federal and contractor staff for all matters relating to the project and its performance;
- Serving as the Contracting Officer's Representative (COR) for the NSLS II Project as determined by the contracting officer;
- Defining project cost, schedule, performance, and scope baselines;
- Requesting and allocating budget;
- Responsible for assuring that design, construction, environmental, safety, security, health, and quality efforts performed comply with the contract, public law, regulations, and Executive Orders;
- Reporting of timely, reliable, and accurate performance data;
- Evaluating and verifying reported progress; making projections of progress and identifying trends;
- Approving changes in compliance with the approved change control process documented in the Project Execution Plan; and
- Assigning responsibilities to the Deputy Federal Project Director.

The Deputy Federal Project Director will report to the Federal Project Director and perform assigned duties. The Deputy Federal Project Director will serve as the Federal Project Director in his/her absence and will be the Alternate COR for the NSLS II Project.

The NSLS-II Program Manager, located in the Office of Basic Energy Sciences (BES) in the Office of Science, plays a key role in providing programmatic guidance to the Federal Project Director and the IPT. The NSLS-II Program Manager's responsibilities involve:

- Overseeing development of project definition, technical scope, and budget to support mission need;
- Initiating development of the Acquisition Strategy before CD-1 (during the period preceding designation of the Federal Project Director);
- Developing project performance measures, and monitoring and evaluating project performance throughout the project's life cycle;
- Providing direction to the NSLS-II Project regarding BES budgets;
- Coordinating with SC-BES program elements as needed to facilitate project performance; and
- Overseeing the DOE project line-management organization and ensuring the line project teams have the necessary experience, expertise, and training in design engineering, safety and security analysis, construction, and testing.

The BNL NSLS-II Project Director performs the role of Contractor Project Manager as identified in DOE M 413.3-1 and is the contractor official responsible and accountable for overall successful execution of the contractor's project scope of work, including overall project management and ensuring that the project's objectives in terms of technical parameters, cost, and schedule are achieved in a safe and environmentally compliant manner.

The BNL NSLS-II Project Director's responsibilities involve:

- Supporting the NSLS-II Federal Project Director in implementing DOE project management processes;
- Providing input on project documentation (e.g. Project Execution Plan) and developing and maintaining contractor project documentation;
- Defining and leading the contractor project organization (i.e. the BNL NSLS-II Project Office).
- Implementing a contractor performance measurement system;
- Monitoring the technical design;
- Proactively identifying and ensuring timely resolution of critical issues within the contractor's control which impact project performance;
- Communicating accurate and reliable project status and performance issues to DOE;
- Ensuring that the Project's ES&H and QA goals are achieved;
- Identifying and managing project risks;
- Managing the contractor's management reserve funds; and
- Assigning responsibilities to the BNL NSLS-II Deputy Project Director.

The BNL NSLS-II Deputy Project Director reports to the BNL NSLS-II Project Director and is responsible for day-to-day project management of the NSLS-II Project, ensuring that the project is successfully completed safely, on time, and within budget.

3.3 Support Members

The Support Members are involved in the daily activities of the NSLS-II Project and have functions in project management, project controls, field execution, safety oversight, and/or business operations that are integral to the NSLS-II Project. Because of the progressive and dynamic nature of a project, the personnel skill and knowledge mix will change throughout the project's lifecycle. Unexpected events and requirements may arise that require resources beyond that of the core IPT. As such, the type and amount of personnel support will vary and the IPT membership may change to incorporate the necessary skills and expertise. This flexibility allows the Federal Project Director to adapt the team to meet specific needs. The FPD and Core Members will identify those resource gaps and determine the timing and level of support needed. The Executive Members are responsible for ensuring that needed support is provided from their respective organizations.

For DOE, matrix support will be provided from the SC-BHSO Office of the Manager, Operations Management Division (OMD), and the Business Management Division (BMD). As such, the OMD and BMD Directors are the key Support Members on the IPT and are responsible for providing matrix support to the Federal Project Director from their respective organizations. Matrix support may also be obtained from the two SC integrated support centers, i.e. the Chicago Office (CH) and the Oak Ridge Office. Contract mechanisms for support service contractor support to fill short term needs are available through SC-CH. Contractor Support Members mainly reside in the BNL NSLS-II Project Office but matrix support will be obtained from other BNL organizations as needed.

The responsibilities of the Support Members of the IPT are contained in Appendix A.

3.4 IPT Scope of Effort and Limits of Authority

The IPT is governed by this formal charter, which defines the scope of effort and the limits of authority. Roles and responsibilities of the IPT members are specified in Section 3 and Appendix A.

4. Requirements

The IPT members will assist the NSLS-II Federal Project Director with preparing this Charter. The NSLS-II Federal Project Director, in coordination with the Program Manager, will maintain authority for final decision making and will communicate to the team the decision making strategy used for specific issues.

The operating guidelines described in Sections 4.1 through 4.3 address how the team will govern itself.

4.1 Communications

Communications Internal to IPT

- The NSLS-II Federal Project Director will communicate to the team the goals and purpose of the team; each team member's expected level of contribution to meeting goals and expectations; and all issues related to successful team performance.
- The NSLS- II Federal Project Director will ensure that summaries are kept from all meetings and that appropriate documentation is created, maintained, and distributed. This responsibility may be delegated.
- Any IPT member is authorized to communicate with any other IPT member, or support staff, as necessary to accomplish and fulfill his or her roles and responsibilities.

Communications external to IPT

- Communications external to the IPT are the responsibility of the Core Members.
- The NSLS-II Federal Project Director will ensure that adequate and frequent communication regarding DOE policy and its impacts on site projects is delivered to the contractor in a timely manner.

4.2 Meetings

The IPT will participate in the following routine meetings to support the NSLS-II Federal Project Director:

Core Member Weekly Meeting

The Weekly Meeting will be chaired by the NSLS-II Federal Project Director and used to focus on project issues and resolution among the Core Members. Other members may be brought in as needed. Action items will be developed and tracked until resolution.

Draft Agenda:

- Key project updates since last week
- Status of last week's action items.
- Identification of new issues requiring resolution and possible strategies.
- Coordination of upcoming information needs by the Core Members

Monthly Performance Review

This meeting will be chaired by the NSLS-II Federal Project Director and will focus on scope, cost and schedule performance to aide the Federal Project Director in his/her project monitoring and reporting duties. The basis for the meeting will be the Contractor Monthly Project Report. The BNL NSLS-II Project Director and his/her staff are responsible for organizing the meeting, keeping appropriate meeting records and presenting performance.

Draft Agenda:

- Presentation of Contractor Scope, Cost and Schedule Performance.
- Issues and Corrective Actions
- Risk Management

Other meetings may be scheduled as needed by NSLS-II Federal Project Director and the IPT.

5. Records

The following records are generated by this Charter and are retained.

- IPT Charter and subsequent revisions.
- IPT meeting summaries and/or minutes, including decisions and tracking of action items and issues.

6. References

- DOE Order 413.3A, *Program and Project Management for the Acquisition of Capital Assets*, U.S. Department of Energy, July 2006.
- DOE Manual 413.3-1, *Project Management for the Acquisition of Capital Assets*, U.S. Department of Energy, March 28, 2003.
- *Acquisition Strategy for the National Synchrotron Light Source-II Project*, U.S. Department of Energy, Draft, December 2006.
- *Preliminary Project Execution Plan for the National Synchrotron Light Source-II*, U.S. Department of Energy, Draft, December 2006.

APPENDIX A

Integrated Project Team Roles and Responsibilities

The NSLS-II IPT consists of the expertise and authority to effectively plan and implement the project. Key members of the IPT and their roles and responsibilities are described in Table A-1. There is an appropriate mix of skills among the team members to successfully execute this project. Additional members from other BHSO, BNL and NSLS-II support organizations will participate as needed.

Table A-1: NSLS-II Project IPT Members and Primary Areas of Responsibility or Support

Executive Members	
Director, SC Office of Basic Energy Sciences	Champions NSLS-II Project at SC Headquarters. Ensures that necessary SC Headquarters resources and support are provided to the NSLS-II Project.
Manager, SC Brookhaven Site Office	Champions NSLS-II Project at SC-BHSO. Ensures that necessary BHSO resources and support are provided to the NSLS-II Federal Project Director.
Director, Brookhaven National Laboratory	Champions NSLS-II Project at BNL. Ensures that necessary BNL resources and support are provided to the BNL NSLS-II Project Director.
Core Members	
SC-BES: NSLS-II Program Manager	Provides programmatic guidance for the NSLS-II Project via the Federal Project Director.
SC-BHSO: NSLS-II Federal Project Director	Has overall responsibility for planning, implementing, and completing the NSLS-II Project. He/She will provide overall project management oversight, issue work authorizations, provide necessary funds via approved financial plans, submit key project documents and critical decisions to DOE, report project progress, and assess NSLS-II Project execution performance.
SC-BHSO: NSLS-II Federal Deputy Project Director	Reports to the Federal Project Director, is the alternate COR and performs duties as assigned by the Federal Project Director. Acts as the Federal Project Director in his/her absence.
BNL: NSLS-II Project Director	The NSLS-II Project Director is the Contractor Project Manager and reports to the BNL Director. He/She is directly responsible for the overall successful execution of the NSLS-II Project, including overall project management and ensuring that the project's objectives in terms of technical parameters, cost, and schedule are achieved in a safe and environmentally compliant manner.
BNL: NSLS-II Deputy Project Director	Reports to the NSLS-II Project Director and is responsible for day-to-day project management of the NSLS-II Project, ensuring that the project is completed safely, on time, and within budget.
Support Members	
DOE: Director, SC-BHSO Operations Management Division (OMD)	The OMD Division Director provides matrix support to the NSLS-II Federal Project Director in the areas of Environment, Safety, Health and Quality oversight.
DOE: Director, SC-BHSO Business Management Division (BMD)	The BMD Division Director is the Contracting Officer responsible for overall administration of the M&O contract with the Brookhaven Science Associates. Also provides matrix support to the NSLS-II Federal Project Director in the areas of finance; subcontracting; and M&O contract management and performance measurement.

Table A-1: NSLS-II Project IPTF Members and Primary Areas of Responsibility or Support

<p>BNL: NSLS-II Project Support Division Director</p>	<p>Reports to the NSLS-II Project Director and is responsible for the coordination of all project support functions including project controls, business, human resources, procurement, information technology, facilities, and document management.</p>
<p>BNL: NSLS-II Procurement Manager</p>	<p>Reports to the BNL Director of Procurement and Property Management and is assigned to the NSLS-II Associate Director for Administration & Finance. Manages acquisition of goods and services in full compliance with all federal, state, and local regulations and in the most cost effective manner.</p>
<p>BNL: NSLS-II Environmental, Safety and Health Manager</p>	<p>Reports to the NSLS-II Project Director and is responsible for developing and implementing the ES&H program to ensure NSLS-II is designed and constructed and operated in accordance with applicable BNL and DOE requirements to protect workers and the environment.</p>
<p>BNL: NSLS-II Quality Assurance Manager</p>	<p>Reports to the NSLS-II Project Director and is responsible for developing and implementing QA program to ensure NSLS-II is designed and constructed in accordance with applicable BNL and DOE Quality Assurance requirements.</p>
<p>BNL: NSLS-II Accelerator Systems Division Director</p>	<p>Reports to the NSLS-II Project Director and is responsible for oversight and management of scientific, engineering, and technical staff and for directing the design, fabrication, installation, testing, and commissioning of accelerator and control systems. Also responsible for executing their respective portion of the project safely and within approved budget and schedule.</p>
<p>BNL: NSLS-II Experimental Facilities Division Director</p>	<p>Reports to the NSLS-II Project Director and is responsible for the oversight and management of scientific, engineering, and technical staff and for all aspects of experimental facilities, including beamline and instruments systems. Also responsible for executing their respective portion of the project safely and within approved budget and schedule.</p>
<p>BNL: NSLS-II Conventional Facilities Division Director</p>	<p>Reports to the NSLS-II Project Director and is responsible for directing the design and construction of the facilities required for housing and serving the technical systems and research equipment. Also responsible for executing their respective portion of the project safely and within approved budget and schedule.</p>