



U.S. DEPARTMENT OF
ENERGY

Office of
Science

Large Synoptic Survey Telescope (LSST) Camera Project

Integrated Project Team Charter

**Office of Basic Energy Sciences
Office of Sciences
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SLAC National Accelerator Laboratory

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Change Log

Revision History		
Rev.	Date	Reason
000	07/13/2011	Initial Release for CD-1 Review
001	01/03/2012	Initial version for approvals
002	10/27/2014	Added Project Scientist and Deputy Project Manager

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1.0 MISSION STATEMENT

As addressed in the approved Mission Need Statement, the LSSTCAM project is in support of a new, next generation, state-of-the-art ground-based dark energy “experiment”. This initiative for the DOE High Energy Physics (HEP) program is to determine the nature of dark energy, which is causing the acceleration of the expansion of the universe. This project is in-line with the mission objectives of DOE Office of Science to achieve major scientific discoveries that will drive U.S. competitiveness; inspire America; and revolutionize approaches to the Nation’s energy, national security, and environmental quality challenges.

2.0 PURPOSE AND GOALS

The purpose and goals of the Integrated Project Team are as follow:

- Support the Federal Project Director and LSST Project Management in planning, programming, budgeting, and acquisition of capital assets.
- Assist the Federal Project Director in developing and implementing the Acquisition Strategy and the Project Execution Plan.
- Assure all project interfaces are identified, completely described, defined and managed to ensure successful completion.
- Identify and meet appropriate and adequate project performance parameters.
- Perform reviews and assessments of project performance and status against established performance parameters, baselines, milestones, and deliverables, taking corrective actions as appropriate.
- Plan and participate, as necessary, in project reviews, audits, and appraisals as necessary.
- Support development of all Critical Decision (CD) packages. Review all Critical Decision (CD) packages for completeness and recommend approval and disapproval.
- Review baseline change requests (as appropriate) and support change control boards as requested.
- Support the preparation, review, and approval of project completion and closeout documentation.

3.0 INTEGRATED PROJECT TEAM MEMBERS

- 1) DOE Office of High Energy Physics (HEP) Program Manager
- 2) DOE SLAC Site Office Federal Project Director
- 3) DOE SLAC Site Office Contracting Officer
- 4) DOE SLAC Site Office ES&H Coordinator
- 5) LSSTCAM Project Director
- 6) LSSTCAM Project Scientist
- 7) LSSTCAM Project Manager
- 8) LSSTCAM Deputy Project Manager
- 9) SLAC Project ES&H Manager

4.0 PRIMARY TEAM INTERFACES

Multiple interfaces are necessary for the LSSTCAM Project. The Integrated Project Team is responsible for ensuring well-coordinated planning and timely project performance. These include the DOE Federal Project Director, other DOE Headquarters stakeholders, SLAC Management, the project performance teams, and other SLAC stakeholders.

The Federal Project Director will be primary point of contact with the Program Manager for coordination, reporting to DOE HQ, and submittal of all primary documents. The Federal Project Director will preside over the regular IPT project teleconferences with the Program Office and is responsible to ensure effective coordination with other DOE and external stakeholders as appropriate. For CD approvals and project reviews it may be necessary for the Federal Project Director to interface with other DOE Headquarters organizations. However, the Program Manager will be the IPT point of contact for day-to-day interface with these organizations.

The interface with SLAC Management and affected personnel will be necessary for coordination with site activities that may impact project performance or where the project activities may have broader site impacts. SLAC Project Manager will be the IPT point of contact for day-to-day interface with SLAC Project Director and management to obtain input for coordination of project activities and planning.

The Project performance teams will be responsible for implementing project elements of work. The SLAC Project Director, SLAC Project Manager and/or project team members directly associated with the elements of work being performed will be the primary points of contact with the project performance teams.

5.0 TEAM MEMBER RESPONSIBILITIES

This section describes the responsibilities of each IPT member.

DOE LSST Program Manager

The program manager functions as DOE-Headquarters (DOE-HQ) point-of-contact for Project matters; the program manager provides program guidance and serves as the representative in communicating the interests of the SC program. The program manager is responsible to:

- Assist with budget formulation and secures project funding
- Coordinate with NSF program manager, SC offices, and other DOE-HQ stakeholders, as needed, to ensure effective program-level interface and communication
- Review and provide recommendations to senior management on proposed Level -1 baseline changes
- Review documents (MNS, AS, PEPs, etc.) and recommend approval
- Review project progress reports and deliverables
- Support formal periodic reviews of the Project including DOE-OPA Independent Project Reviews and tracks issues to resolution

DOE SLAC Site Office Federal Project Director

The Federal Project Director (FPD) establishes and leads the IPT and is the primary point of contact for communication and coordination with entities external to the IPT. The FPD is responsible, with the assistance of the IPT members, for the following tasks:

- Develop, staff, and issue the IPT charter
- Single point of contact between federal and contractor staff
- Oversee the planning, implementation and completion of the project using a systems engineering approach
- Tailor DOE project management requirements to the project
- Develop and implement the Acquisition Strategy (AS) and the Project Execution Plan (PEP)
- Define project objectives and technical, schedule, and cost scopes
- Ensure timely completion and quality of required project documentation
- Assess contractor project performance versus contract requirements
- Proactively identify and resolve critical issues within Federal control
- Integrate and manage the timely delivery of government reviews, approvals, property, services, and information
- Ensure the design, construction, environmental, safety, health, and quality efforts performed are in accordance with the contract, public law, regulations, and Executive Orders
- Evaluate and verify reported progress and report project performance in the Project Assessment and Reporting System II (PARS II)
- Review and make determination on level 2 Baseline Change Requests in accordance with the PEP change control process
- Assist the Program Manager and the Acquisition Executive (AE) with determinations on the Level 1 and Level 0 Baseline Change Requests in accordance with the PEP Change Control Process
- Manage project contingency funds and make decision on disposition of level 2 baseline changes
- Oversee the management and mitigation of project risks
- Assist the LSST Camera Program Manager with preparing the required budget documents.

DOE SLAC Site Office Contracting Officer

The SLAC Site Office Contracting Officer (CO) provides contract related support to the IPT to include, but not be limited to, the review of any project related subcontracts submitted for DOE approval.

DOE SLAC Site Office ES&H Coordinator

The DOE SLAC Site Office ES&H Coordinator is responsible for providing guidance and support to the IPT in the area of ES&H. The responsibilities of the DOE SLAC Site Office ES&H Coordinator include, but are not limited to, the following:

- Providing overall policy and guidance on ESH issues;
- Regularly assessing and overseeing the effectiveness with which ISMS is being applied
- Assuring ES&H efforts performed comply with the contract, public law, regulations, and Executive Orders
- After an event, overseeing the implemented corrective action(s)
- Reviewing required safety documentation

LSSTCAM Project Director

The LSSTCAM Project will be executed by a SLAC project team that is headed by the SLAC Project Director (PD). The PD is responsible to ensure adequate direct, indirect, and support resources are available for successful execution of the project. The SLAC PD has established a project organization to accomplish the LSSTCAM Project which includes project management and controls, ES&H, Quality Assurance (QA), procurement, and finance support.

The Project Director provides senior management oversight, direct access to SLAC Associate Laboratory Directors and Laboratory Director. The specific responsibilities of the Project Director include, but are not limited to, the following:

- Define project organization.
- Support SLAC project manager and DOE SLAC Site Office Federal Project Director in implementing project processes.
- Represent the project in interactions with the DOE
- Oversee the entire LSST project as the LSST Project Director
- Establish clear and achievable project objectives (KPPs) for approval by DOE as part of the PEP.
- Ensure that the design and performance of the camera will meet the mission need
- Participates in the Baseline Change Control Board (BCCB) and reviews and approves the Baseline Change Requests (BCRs).
- Participate in management meetings and communicate the project status and issues.
- Review the Federal Budget documents including the Project Data Sheet and the OMB Exhibit 300.

LSSTCAM Project Manager

The Project Manager is responsible for successful execution and closeout of the project. The responsibilities of the project manager include, but are not limited to, the following:

- Support Federal Project Director to initiate Project Charter and to develop and maintain a performance baseline
- Chairs the Baseline Change Control Board (BCCB) and reviews and concurs with the Baseline Change Requests (BCRs) before approvals by the LSSTCAM Project Director or DOE, as described in the approved PEP.
- Establish technical and administrative controls and monitoring to ensure the project is executed within approved cost, schedule, and technical scope

- Implement an Earned Value Management System (EVMS) to track performance against the approved project baseline
- Oversight of design, construction and acceptance
- Identify and manage project risks
- Execute project in compliance with NEPA and other applicable ES&H rules and regulations.
- Ensure that safety, environmental, quality assurance, safeguards and security responsibilities and requirements are integrated into all phases of the project, and that project activities are conducted in a safe and environmentally sound manner
- Provide input on project documents and develop and maintain project documentation
- Prepare and submit monthly and quarterly progress report to Federal Project Director
- Lead Project meetings, participate in management meetings and communicates the project status and issues
- Balance the demand for project quality, scope, time and cost
- Communicate with SLAC Management, other affected SLAC personnel for different concerns and expectation and project coordination
- Coordinate the LSSTCAM project activities with the LSST Project Manager
- Work with SLAC Subcontracting Officer on selecting subcontractors and awarding contracts.
- Appoint Control Account Managers (CAM) for the project including managing bid package(s), daily technical and managerial oversight of specific assigned WBS tasks from design through construction and preparing change requests in conformance with Baseline Change Control.

LSSTCAM Deputy Project Manager

The Deputy Project Manager supports the Project Manager in his/her daily activities and serves as the Project Manager in his/her absence. In addition, Deputy PM is responsible for the following:

- Coordinate Project Office commissioned design reviews.
- Track closure of action items for the project.
- Oversee the project procurements execution.

LSSTCAM Project Scientist

The LSSTCAM Project Scientist is responsible for ensuring that the project meets the Dark Energy Experiment objectives as described in the approved Mission Need Statement (CD-0). The responsibilities of the LSSTCAM Project Scientist include, but are not limited to, the following:

- Provides the project with oversight regarding the technical specifications to ensure that it will meet the LSST scientific goals.
- Communicates with the LSST Project Scientist and the LSST Project Science team to negotiate any revisions or clarifications to the camera requirements.

- Works with the Camera Systems Engineering team to ensure that the science requirements are flowed to the camera components and that they are being adequately verified.
- Works with the Project Manager and Deputy Project Manager to evaluate the impact of revisions to requirements.

Project ES&H Manager

The SLAC Project ES&H Manager is responsible for providing guidance and support to the IPT in the area of ES&H. The responsibilities of the SLAC Project ES&H Manager include, but are not limited to, the following:

- Providing overall policy and guidance on ES&H issues;
- Working closely with the observatory safety team to ensure DOE/SLAC worker health and safety is adequately addressed in the observatory safety plans.
- Ensuring integration of ES&H factors into design, installation, commissioning, and operation of the Camera.
- Regularly assessing the effectiveness with which ISMS is being applied
- Coordinating the ES&H assessments conducted by others
- Assuring compliance with SLAC and DOE safety regulations
- After an event, overseeing and coordinating adherence to required procedures in reporting abnormal events or conditions
- Generating required safety documentation

6.0 MEETINGS

The Integrated Project Team meets on a regular basis to accomplish the stated project goals and mission. Special meetings, when necessary, will be called by the FPD to address and/or resolve specific issues.

7.0 INTEGRATED PROJECT TEAM LIFE

This charter will expire when CD-4, Project Completion, is approved by the Acquisition Executive. The charter is a living document and the Integrated Project Team membership may change during the life of the project to ensure the necessary skills are always represented to meet project needs. The Federal Project Director will issue revisions to the charter as necessary.