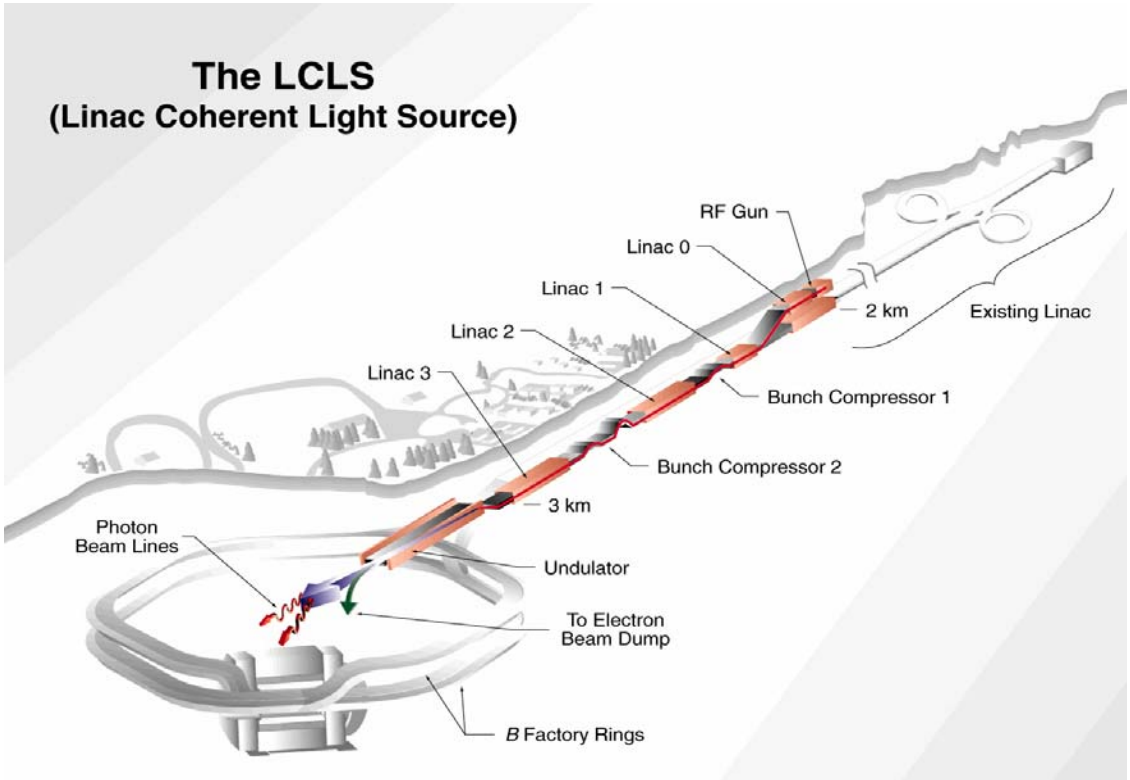
Response to Recommendations

Of the November 12, 2004 DOE Review Committee

for the LCLS Project

April 30, 2005



Recommendations for Technical Systems

- ***None.***

Recommendations for Conventional Facilities

- ***Reconcile the two cost estimates fully or adopt the ICE cost estimate and its associated scheduling (e.g. advance rates and work sequencing) in their entirety.***

  Done. LCLS management has chosen to use the cost estimate of the Architect of Record (Jacobs Engineering) as the cost and schedule basis for conventional facilities. However, to reconcile the ICE cost estimate and its associated scheduling, additional contingency has been added that bring the cost + contingency of the Jacobs Engineering and the ICE report into agreement. For schedule considerations, no reconciliation was required as the two estimates were in agreement.

- ***Evaluate the current contingency identified for the CF and make adjustments based on the final disposition of the above recommendation.***

  Done. The CF contingency has been increased to reflect the uncertainty with underground excavation and to reconcile the JE and ICE estimates.

- ***In the event that the CM/GC is late "on-board", it is recommended that alternate plans be implemented to ensure appropriate coverage of constructability reviews, value engineering, and verification of cost and schedule during the final design period.***

  Agreed. LCLS has made plans to bring on interim construction management services to ensure that constructability reviews, value engineering and verification of the cost and schedule estimates are done in the most efficient fashion. Plans are being made to provide interim CM services to start at the 30% Title 2 design review, currently scheduled for 20 June 2005.

Recommendations for Cost and Schedule

- ***Consider reducing the contingency for conventional facilities and increasing the base conventional facilities estimate.***

  LCLS management has chosen to use the cost estimate of the Architect of Record (Jacobs Engineering) as the cost basis for conventional facilities. The ICE report, while it provided extremely valuable recommendations on underground construction, was not comprehensive enough to serve as a basis for the CF cost and schedule.

- ***Request the CM/GC to prepare an independent estimate as soon as they get on board.***

  Agreed. LCLS will request that the CM/GC prepare an independent estimate for cost and schedule as one of their first assignments.

- ***Analyze the impact of a Continuing Resolution (CR) beyond Jan 1 and discuss with BES program management.***

  Agreed. While the FY05 CR lasted one quarter which was in agreement with LCLS assumptions, future CR's will be evaluated with respect to their impact on the LCLS project. In particular, the possibility of a 2 quarter CR in FY06 can have a serious impact on the start of LCLS construction activities. LCLS management has added this to the LCLS Risk Registry and is working closely with BES to mitigate the effect of a CR on LCLS.

Recommendations for Project Management

ORGANIZATION AND LAB SUPPORT

- ***SLAC Director should make a widely announced statement of STRONG SUPPORT for LCLS in an appropriate forum as soon as it is practical to do so.***

  On April 6th, 2005, in an "All Hands" presentation (and memo), the SLAC Director communicated to the Laboratory the future of SLAC and the long-range DOE investment and commitment to SLAC in the form of the LCLS.

- ***LCLS management should make clear that the E-beam and X-ray Systems Managers are full line management positions.***

  The LCLS Project Management Plan clearly calls out the E-Beam, X-Ray and Conventional Facilities Manager as full line management positions. Each of them report to the LCLS Project Director and direct and coordinate the integrated effort of their respective LCLS WBS systems. E-Beam includes the Injector, Linac, Undulator and Global Controls WBS systems. X-Ray Systems include the XTOD, XES and Global Laser WBS systems.

PROCUREMENT

- ***Utilize the Consultant to the full extent needed while recruiting the Team Leader, contracting for and managing the CM/GC, placing large procurements, determining Cell and SLAC procurement splits.***

  The Procurement Consultant, Gene Desaulniers, has been assisting and will continue to assist the LCLS procurement team to ensure that high-quality and timely procurements packages are developed for LCLS.

- ***Recruit the Procurement Team Leader on an expedited basis.***

  The LCLS procurement group has been assembled with David McGiven hired to fill the Procurement Manager position. Bruce Patten has accepted the LCLS Conventional Facility Procurement Lead position and co-located with the technical team, along with Beverly Freeman and Vince Villanueva as Senior Technical Buyers.

- ***Finalize the concept for and get the CM/GC under contract as quickly as can be done on a sound basis. The Procurement Consultant should have key input into this process***

  The concept of the CM/GC has been finalized and uses an AIA A121/CMc contractor/subcontractor relationship where the CM transitions into the GC role to manage the subcontractors. This model has been used successfully on LBL's Molecular Foundry and has the ability to attract high-quality, safety-focused Construction Management firms. The Procurement Consultant has been involved in all procurement decision and has also reviewed the RFP and Terms and Conditions for accuracy and completeness.

- ***Get the FY05 procurements as far along as possible and as soon as possible so as to be ready to use FY05 BA effectively.***

  All FY05 Long-Lead Procurements are well underway;

  - The Injector Drive Laser proposal evaluations have been completed with selection of a foreign subcontractor. A waiver to the Buy America Act has been approved by DOE. No delay is anticipated since the subcontract can deliver on a shorter than estimated schedule.
  - The market survey for the Streak Camera has been completed with several potential sources located. An Advance Procurement Plan is under development with a final approval expected by mid-April.
  - The proposals for the Titanium Strongbacks, the Magnet Poles, and the Magnet Blocks are being managed by ANL. Vendors have been selected and all awards will be completed shortly
  - The Sector 20 Injector Facility RFP was released to industry on March 18. Proposals are due April 14, with award following in mid May.
  - The requisition package for the Magnetic Measurement Facility has been approved and forwarded to procurement for release of the RFP the first week in April. A site visit will be scheduled with proposals due early May. Evaluations will follow with award scheduled for the end of May.

  Additional procurements are moving forward as quickly as the design evolves.

- ***Evaluate the need and take the necessary steps to establish a LCLS procurement system that would support a request for procurement authority of order $2M to ensure expeditious approval of subcontracts.***

  The LCLS Procurement Manager, David McGiven, has been delegated $2M signature authority to enter into agreements and approve transactions relating to subcontracts, purchase orders, consulting agreements, and work for others agreements which enable the operations of SLAC for the LCLS project. Additional authority above $2M rests with SLAC's Associate Director of Business Services.

STAFFING

- ***Lay the preparatory work for hiring staff or transferring existing SLAC personnel so the new players can be brought on-board as soon as possible after funding is available.***

  Memoranda of Understanding (MOU) have been written between LCLS and the relevant SLAC Departments (Klystron and Controls), identifying assigned individuals and FTE level of matrix support for the LCLS. Additional MOU's are in development between LCLS and the Conventional & Experimental Facilities Department (CEF) as well as with Metrology. In some cases where direct line management is desirable, key personnel have been transferred into the LCLS Division..