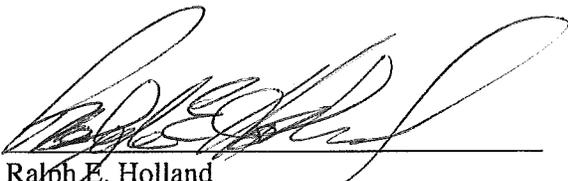


Service Level Agreement
between
Environmental Management Consolidated Business Center (EMCBC)
and
Environmental Management Los Alamos Field Office (EM-LA)

The attached document describes the roles and responsibilities, authorities, and working relationships between EMCBC and EM-LA. This Service Level Agreement (SLA) shall remain in effect until such time that it is amended by the EMCBC Director and EM-LA Manager.

Approved:



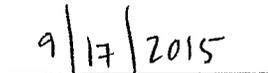
Ralph E. Holland
Director, EMCBC



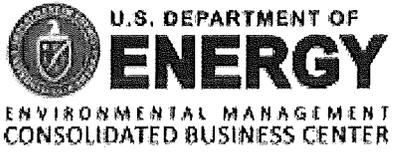
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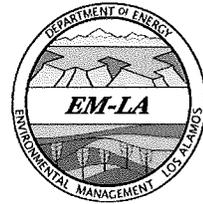
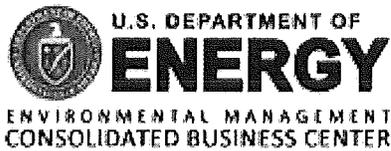
Christine Gelles
Acting Manager, EM-LA



Date



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Introduction

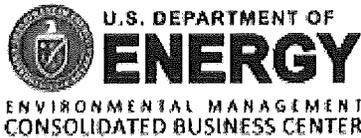
The Department of Energy's (DOE) Assistant Secretary for Environmental Management (EM), is responsible for the safe, efficient and effective clean-up, stabilization and remediation of nuclear and hazardous waste materials and contamination resulting from Cold War production activities. Activities related to this mission are conducted at many locations around the nation and are typically staffed with federal and contractor personnel that possess technical, business, logistic, and administrative expertise.

The EM Los Alamos (EM-LA) Field Office manages the EM cleanup work at the National Nuclear Security Administration (NNSA) Los Alamos National Laboratory (LANL) site.

Since its inception in 1943 as part of the Manhattan Project, LANL's primary mission has been nuclear weapons research and development. In achieving this mission, LANL released hazardous and radioactive materials to the environment through outfalls, stack releases, and material disposal areas (MDAs). Mixed low-level waste (MLLW) and TRU waste have been staged to prepare for off-site disposition. The EM mission at Los Alamos is to safely clean up and reduce risks to the public, workers and the environment associated with legacy material, facilities and waste sites. Since October 1, 1988, the work performed to characterize and remediate contaminants in the environment, decontaminate and decommission (D&D) process-contaminated facilities, and manage and dispose of legacy TRU waste has been funded by EM.

The specific objectives for the Los Alamos Legacy Cleanup Project (LLCP) include: (1) protect, characterize, and monitor the regional aquifer; (2) clean up contaminated media and legacy waste sites at LANL and surrounding private and government-owned lands, including groundwater and surface water, to levels appropriate for the intended land use; (3) decontaminate, decommission and demolish inactive, process-contaminated, and non-contaminated facilities that impede the progress of the execution of environmental restoration (ER) activities; (4) retrieve, characterize, and prepare legacy MLLW and TRU waste for shipment off-site (the LANL EM Program manages the disposition of legacy waste generated between 1970 and 1998 and NNSA is responsible for newly generated waste (waste generated after FY1998)); and (5) transfer remediated sites to NNSA for long-term surveillance and monitoring as needed, to provide necessary safeguards and protection of workers, the public, and the environment.

As one of several DOE business support improvement initiatives, EM has consolidated business and support functions for several EM sites into a Consolidated Business Center (CBC). The EMCBC will provide support to EM-LA in the functional area of Legal, Contracting, Contractor Human Resources Management (CHRM), Cost/Pricing Services, Finance, Technical, Safety, Quality, Cost Estimating and Project Management, allowing EM-LA resources to focus on effectively executing the mission.



This SLA sets forth the respective EMCBC and EM-LA responsibilities and authorities associated with the various areas of support that EMCBC will provide to EM-LA.

This SLA should be considered a living document, subject to change with the written agreement of both the EMCBC Director and the EM-LA Manager. In the event of an addition or deletion of a service, the change will become effective once approved by both the EMCBC Director and the EM-LA Manager and the SLA will be modified as needed to reflect the change. The SLA may be canceled by the EM-LA Manager upon 30 day written notice to the EMCBC Director.

Purpose

The purpose of this SLA is to identify and describe the functional areas of EMCBC support to EM-LA. The SLA is predicated on the EM-LA Phase 2 Functional Organization Structure that is currently pending approval. Through this support, EMCBC will provide the continuous, stable business support services to EM-LA as defined in this agreement; achieve economies of scale through standardization and streamlined operations; and permit EM-LA to better utilize its resources for front-line cleanup activities.

EMCBC Operational Strategy

Business support services must be available to EM-LA to achieve major project schedule EM milestones. The EMCBC will provide defined business support services to EM-LA. Under this model, EM-LA will continue to have mission responsibility, with the EMCBC holding specific business authorities in support of EM-LA and providing support in other business services. EM-LA can focus its resources on project and technical management, and oversight of EM-LA contractors. Attributes of the EMCBC operational strategy as reflected in this agreement include:

- Stable business support for a variety of customers with differing project mission requirements and differing business support requirements.
- Ability to support multiple customers in different time zones.
- Combined use of federal employees and support service contractors (as required) to support customers.
- Optimization of FTEs between the EMCBC and its customers.
- EM-LA site personnel will be provided as liaisons to support EMCBC management of business services, with support from business specialists and necessary support staff for peak workloads and specific tasks residing at EMCBC.
- An EMCBC travel budget to support planned and unscheduled site visit requirements.

The EMCBC will establish itself as an effective liaison between DOE headquarters and EM-LA, when required, supporting the needs of both, but always representing EM-LA's interests and serving as the EM-LA advocate and functional owner supporting the EM-LA Manager. Whenever requested, the EMCBC will accomplish headquarters taskings on behalf of EM-LA, especially when it comes to routine documentation or reporting requirements in business areas as



agreed between EM-LA and the EMCBC. To improve customer support and realize operational cost objectives, the EMCBC will develop standardized functional processes, procedures and policies with the concurrence of EM-LA.

Service Approach

A cooperative Business support responsibility exists between the EMCBC and EM-LA as defined in this agreement. In general, EMCBC business support functions include Human Resources Management, Contracting/Procurement, Financial Management, Cost Estimating & Project Management Support, Information Resource Management, Legal Services, Technical Support and Asset Management, EEO/Diversity and Employee Concerns Programs, Records Management and Office of Legacy Management (LM) transition. EMCBC will periodically provide a list of the EMCBC managers responsible for support in these functional areas. EM-LA will periodically evaluate these functional areas and the services provided for input into the manager's performance evaluation process.

The EMCBC serves as the functional area authority for EM-LA in the areas of Civil Rights, Diversity and Inclusion; the Employee Concerns Program; Financial Allotment; and Contracting and Procurement. These functional areas will be designated as such on the EM-LA organization chart and supporting documentation. EM-LA will provide staff as on-site liaisons, however the EMCBC cognizant managers are responsible to assure qualified staff are performing all required functions to achieve required goals in their area. These managers have been delegated functional authority and are accountable for supporting EM-LA in these areas.

EMCBC Functional Areas of Support

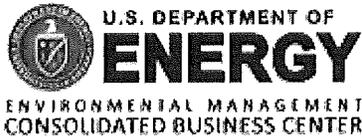
The EMCBC Office of Civil Rights and Diversity will provide support to ensure equal employment opportunity, diversity and inclusion through policy development, workforce analysis, retention and outreach/education and to ensure that employees and contractors are free to raise concerns, without fear of reprisal, to best serve the environmental management program.

The Assistant Director, EMCBC Office of Civil Rights and Diversity (OCRD), manages and executes the Equal Employment Opportunity (EEO), Diversity and Inclusion Programs for EM-LA and oversee the associated contractor programs. The EMCBC OCRD holds primary jurisdiction for processing EEO complaints of discrimination in accordance with 29 CFR Part 1614. The EMCBC OCRD provides full-service support to include EEO, Diversity and Inclusion Programs, Affirmative Employment Programs, and oversight of EEO operations by DOE contractors. The EMCBC OCRD administers the Employee Concerns Program (ECP) and serves as the DOE-HQ liaison for ECP documentation, actions and/or reports. The EMCBC OCRD will recommend proposed strategies, policies and procedures to the EM-LA Manager. The EMCBC OCRD will develop and implement approved strategies, policies and procedures for complaint resolution, mitigation and effective EEO, Diversity and Inclusion actions and/or issues.

Responsibilities and services to be performed include, but are not limited to:

- EEO Complaint of Discrimination
 - EEO complaint activities/actions are processed and tracked in compliance with regulations, laws and procedures.
- Affirmative Employment Programs
 - Prevent discrimination and eliminate barriers that impede free and open competition; monitor progress, identify areas where barriers may exist to exclude certain groups and develop strategic plans to eliminate those identified barriers.
 - Provide Special Emphasis Program (SEP) support; assist and advise management on matters relating to employment opportunities for minorities, women, persons with disabilities, and disabled veterans; promote EEO and diversity principles by developing special activities and/or observances.
 - Provide Mandatory EEO training (sexual harassment, EEO updates, etc.) for EM-LA employees in accordance with DOE Order 311 .1B.
- Diversity and Inclusion (D&I) Initiatives
 - Implement and coordinate the participation and/or involvement in D&I Initiatives as defined by DOE-HQ, e.g., D&I Strategic Plan, Secretary of Energy Diversity Awards, Report to the Secretary on Diversity Accomplishments, EEO and diversity policy guidance, etc.
- Employee Concerns Program
 - Identify, investigate and respond to employee concerns in timely manner to improve safety, the work environment and productivity. Facilitate a free and open expression that results in an independent and objective avenue for addressing Federal and Contractor employees' concerns or allegations regarding the environment, safety, and health and management issues. Establish and maintain a program that builds employee confidence and their willingness to express concerns.
- Diversity Contractor Oversight
 - Assess EM-LA contractors' EEO and diversity programs to ensure compliance with DOE contract requirements, procedures, and appropriate federal regulations, Contractor Acquisition Guidance Letters, and FAR and DEAR clauses.
- Diversity Recruitment
 - Assist EM-LA management in executing the diversity recruitment program. Coordinate recruitment efforts to target highly qualified and diverse entry-level candidates for positions in the EM-LA's Student Intern Program, DOE Scholars Program, and Career Intern Program. Provide EM-LA with intern/scholar candidates and/or positions and a recommended recruitment plan each year.

The EMCBC Office of Information Resource Management will not support EM-LA at this time. EM-LA will obtain needed service in this area from EM HQ, EM-72, and Corporate IT.



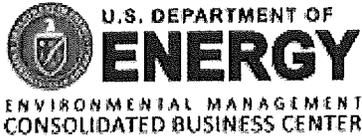
The EMCBC Office of Financial Management will provide support on financial matters by providing direction, planning, and oversight for budget formulation and execution, financial management, the management control program, internal financial controls, financial reviews and evaluations, and audit liaison.

The EM-LA Manager holds primary authority and makes determinations with respect to establishing budgetary requirements, priorities, expectations, and execution; lifecycle baseline priorities; and project management in support of the EM-LA mission. EMCBC, as the allotment holder, receives EM-LA funding allotments and is responsible for the administrative control, finance reporting, and management assurance for those funds. EMCBC will expeditiously distribute funding to EM-LA or otherwise disperse funding as directed by EM-LA within the approved funding program guidelines. The EMCBC will provide financial management support, in the following areas:

- *The EMCBC Office of Financial Management Budget Division* will support EM-LA in the execution, analysis, and preparation of budget submission materials; provide administrative control of funds; develop and maintain budget planning activities and budget controls; and interface with the DOE Chief Financial Officer (CFO), as well as support the DOE CFO interface with Office of Management and Budget (OMB) and congressional committees on appropriations and other budget-related matters. The division will certify funds availability for all EM-LA commitment and obligating documents. The division will also periodically report the status of financial resources and results of operations, and will develop reports to support internal and external requirements regarding the financial activity and the integrity of fiscal operations. Additionally, the division will support budget development, and presentation strategy and materials in cooperation with other programs and field offices as needed for submitting DOE/EM's annual budget submission to Congress.

- *The EMCBC Office of Financial Management Finance and Review Division* will ensure that financial data is recorded accurately and on time in accordance with applicable accounting principles and standards, and that financial reports are accurate, timely, and reliable. The Division also will promote the effective, efficient, and economical operation of programs and operations through contractor reviews, audit liaison activities, and management control assessments.

Specifically, the Division will establish and provide advice on financial policies and general procedural requirements for Federal accounting and reporting. The Division will direct accounting and consolidated financial reporting, including environmental liability reporting, with emphasis on contributing to the issuance of financial statements that receive an unqualified audit opinion, as well as provide accounting services, including payroll services, travel reimbursement, and contractor oversight. The Division will process Permanent Change of Station obligations. Further, the Division will provide key support in analyzing accounting and financial issues, and recommending and/or



implementing appropriate resolutions. The Division will also be responsible for liaison activities with both internal and external audit/review organizations such as the General Accounting Office (GAO), the Defense Contract Audit Agency (DCAA), and DOE Inspector General. The Division will provide assistance and meaningful financial analysis information to EM-LA. The Division will provide oversight through objective financial analysis and management reviews, developing and tracking financial performance measures, and administering the Management Control Program. Through contractor reviews, the Division will ensure appropriate performance measures/metrics are incorporated into contracts. The Division will coordinate the annual Federal Managers' Financial Integrity Act (FMFIA) review, and support the "Whistleblower" Program.

The EMCBC Office of Human Resources

The EMCBC Human Resources Advisory Office (HRAO) in conjunction with the Management and Performance (M&P) Shared Service Center (SSC) will provide all HR services to EM-LA. More Specifically an EMCBC HR Business Partner (HRBP), duty-stationed in Carlsbad, New Mexico, will be providing "in time-zone" HR support. The HRBP will conduct frequent site visits to EM-LA to meet with customers and field questions and concerns. The M&P SSC will handle all transactional HR aspects of Staffing, Classification, Benefits, Training, and processing.

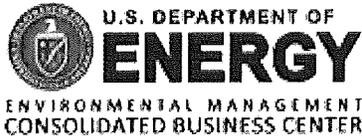
The EMCBC Office of Contracting

The Department of Energy (DOE) Senior Procurement Executive approved the establishment of a single EM Head of Contracting Activity (HCA) and delegated that authority to the Deputy Assistant Secretary for Acquisition and Project Management (EM-50) on November 15, 2007. Accordingly, EM-50 has delegated specific HCA functions and responsibilities to the current EMCBC Assistant Director, Office of Contracting on July 27, 2012, and subsequently clarified on March 26, 2013. This delegation gives the Assistant Director EMCBC, Office of Contracting, the title of Federal Procurement Director and includes procurement authority within specified monetary levels for EM activities.

Pursuant to the EM HCA memorandum dated March 26, 2013, the EMCBC Assistant Director, Office of Contracting is the delegated Federal Procurement Director and responsible for EM funded work for procurement/contract actions at specific offices. A request for a modified delegation authority to include EM-LA will be requested from the HCA by EMCBC.

While EM-50 is the HCA in support of the EM-LA mission, the Team Lead of the EM-LA Contracting Team¹ is responsible for day-to-day contract administration and oversight of the EM-LA primary cleanup contracts through Contracting Officers (COs), Contract Specialists

¹ The specific title of this position will change with the pending EM-LA organizational approvals.



(CSs), and Contracting Officer Representatives (CORs) located in EM-LA. These personnel will perform contracting, purchasing and assistance activities in accordance with EMCBC policies and procedures and within delegated authorities. Additionally, the EMCBC Assistant Director, Office of Contracting will support functional accountability by providing input into the performance appraisals of operational contracting staff who are assigned to EM-LA. The EMCBC Assistant Director, Office of Contracting will provide support to the EM-LA Manager in achieving the goals and objectives of EM-LA and will re-delegate appropriate levels of authority to the EM-LA Contracting Team to enable the Lead's ability to function equally to Operational Division Chiefs assigned at EMCBC.

The EM-LA Manager may make determinations consistent with those authorities delegated by the HCA. For those areas not delegated by the HCA, the EM-LA Manager and EMCBC Office of Contracting will work together to develop and implement solutions that achieve the objectives established by the EM-LA Manager. These areas include, but are not limited to, decisions with respect to administration of EM-LA contracts (e.g., fee determinations, requests to show cause, contract extensions, etc).

- ***The EMCBC Office of Contracting Independent Review Team*** will provide the primary independent review function for EM-LA for sales, contracts, financial assistance, and subcontracting actions within specified monetary levels.

- ***The EMCBC Office of Contracting Operations Division*** will provide support in areas including, but not limited to:

- Acquisition Planning and Source Selection Evaluation Boards for contract awards, administration, modification, termination, and closeout.
- Award, administration, modification, and closeout of grants and cooperative agreements.
- Acquisition Planning and Liaison support as requested for entering into agreements committing the Department to the sale of products and other services, including funds-in interagency agreements and other agreements providing reimbursable work for others.

- ***The EMCBC Office of Contracting Policy Division*** will provide support in areas including, but not limited to:

- Coordinate HCA approval of CO warrants for EM-LA COs for acquisition, assistance, and sales transactions; coordinate the request and receipt of CO Warrants from the HCA by preparing packages for submission to the HCA; track the EM-LA CO warrants by maintaining a database containing EM-LA CO information; coordinate the termination of CO warrants for those EM-LA contracting employees who retire, relocate, or no longer require a CO warrant.
- Develop and maintain plans, policies, and procedures applicable to the procurement and acquisition support processes.
- Manage and maintain the Federal Procurement Data Systems (e.g., STRIPES,

CPARS, FPDS, etc.) and Subcontracting Reporting System.

- Administer the Small Business Program for new awards and provide post award support to EM-LA.
- Provide the following Site Acquisition Career Management Program (ACMP) related services as requested:
 - Track the ACMP training requirements and required certification levels of EM-LA 1101s and 1102s.
 - Assemble packages for the request for certification and re-certification for EM-LA 1101s and 1102s.
 - Request certification and re-certification for EM-LA 1101s and 1102s from the Acquisition Career Manager.
 - Notify EM-LA contracting staff of upcoming training opportunities and requirements.
 - Maintain EM-LA 1101s and 1102s training history and certification levels in ACMP database.
 - Track the ACMP training requirements and required certification levels of EM-LA Contracting Officer's Representatives (CORs).
 - Assemble certification and re-certification packages for EM-LA CORs.
 - Request certification and re-certification for EM-LA CORs from the Acquisition Career Manager.
 - Maintain a database of EM-LA CORs with training history and certification levels.
 - Notify EM-LA CORs of upcoming training opportunities and requirements.

- The EMCBC Office of Contracting Policy Division's Contractor Human Resource Management Team (CHRM Team) will provide CHRM program support to EM-LA for EM-LA CHRM actions. The specific areas of support are described below:

- Provide dedicated resources in specialty areas of CHRM, including benefits, compensation, work force transition, labor relations, labor standards, reporting requirements, tracking and review of contract deliverables and/or proposals and making recommendations to COs, and coordinating HQ's data calls in the various contractor human resource management program areas.
- Convene Labor Standards Boards and make Labor Standards Determinations.
- Provide oversight of CHRM programs including compensation, benefits, workforce restructuring and labor relations, to include program reviews.
- Provide tracking and review of contract deliverables, and other deliverables required by DOE Order 350.1, DOE policy, laws and regulations, etc.
- Review Contractor Workplace Substance Abuse Plans and required reports.
- Provide COs and other applicable management with recommendation and advice regarding CHRM issues and contract deliverables.
- Coordinate HQ's data calls in the CHRM program areas.
- Prepare and coordinate approval packages for review by the EM-LA Contracting

Team, and approval by the EM HCA in all CHRM functions (including but not limited to workforce restructuring requests, contractor executive compensation requests, collective bargaining economic parameter requests, etc.).

- Track contractor/subcontractor headcount.
- Serve as point-of-contact for contractor data calls within the I-benefits system.
- Provide CHRM technical support as required by Acquisition Integrated Project Teams (AIPT) and Source Evaluation Boards (SEB).
- Prepare and coordinate responses to Congressional, employee, and stakeholder inquiries.
- Review draft CHRM policies and provide recommendations and/or input to the EM-LA Contracting Team.

The EMCBC CHRM Team Lead will receive assignments directly from the COs assigned to EM funded contracts, EM-LA Management Team and EM-LA Contracting Team and will be responsible for providing a monthly action status report to keep EM-LA updated. When practicable, EM-LA personnel shall ensure the EMCBC Assistant Director for the Office of Contracting and the Chief for the Policy and Contractor Human Resources Management Division are copied on all assignments given to the EMCBC CHRM Team Lead. The CHRM Team will also have interface with the EM-LA designated contractor human resource staff, as required. Any legal support required in the CHRM program areas will be provided by the EMCBC Office of Chief Counsel.

- The EMCBC Office of Contracting Cost & Pricing Division will provide cost and price analysis regarding pre-award proposals, post-award proposals, Requests for Equitable Adjustments, and fee actions such as draft fee plans, payments of Performance Based Incentives, determinations of award/incentive fee earned. The Cost & Pricing division will support the EM-LA Contracting Team, Federal Project/Work Directors, and COs as requested in conducting cost/price analysis and in establishing pre-negotiation and final negotiation objectives.

EMCBC Office of Chief Counsel (OCC) will provide attorney/paralegal services as needed to resolve legal issues arising at EM-LA. These services include: contract law issues; environmental law issues; supporting management in matters related to grievances, collective bargaining, ethics counselling and training, review of Financial Disclosure reports, Equal Employment Opportunity (EEO), request for documents under the Energy Employee Occupational Illness Compensation Program (EEOICPA), toxic tort claims, etc.; third-party claims; Freedom of Information Act (FOIA) and Privacy Act; legal issues related to divestiture activities in anticipation of, and preparation for, site closure; and, litigation, both judicial and administrative, arising from any or all of the above. All legal services are rendered under the professional supervision and oversight of the department's General Counsel.

The Chief Counsel for the OCC is a member of the EMCBC senior management staff under the general management of the EMCBC Director. The OOC Chief Counsel will also function as the



Chief Counsel for EM-LA but EM-LA will have the presence of locally assigned counsel(s). Locally assigned counsel(s) will report to the OCC Chief Counsel but will receive day-to-day management direction from the EM-LA Manager or Deputy Manager. Although local counsel(s) are assigned to EM-LA, they will maintain a professional reporting relationship with the OCC Chief Counsel.

EMCBC Office of Technical Support and Asset Management (OTSAM) will provide Technical Support and Asset Management services as needed, including Federal Project Management support, Regulatory Compliance, Safety Management Systems, Contractor Oversight Assistance, Waste Management, Transportation, Quality Assurance, Emergency Management, Security, Classification/Declassification Services, Records Management, Real Estate Services and Personal Property Support and Guidance. The Corporate Activity Resource Request (CARR) is the mechanism most widely used for requesting OTSAM support and assistance.

- The Environmental Safety Health & Quality Team will:

- Provide services, oversight and support in the areas of Regulatory Compliance, Safety Management Systems, Quality Assurance, Lessons Learned, Environmental Management Systems, Environmental Compliance, Contractor Assurance, Technical Support and DOE Oversight Assistance.
- Preparation, review and issuance of program procedures and plans, as required to support the mission, and conduct/support audits and surveillance per DOE management guidance.

- The Performance Assurance Team will:

- Provide services and support in the areas of Personnel, Physical, Industrial and Information Security, Emergency Management, Waste Management, Radiation Protection, Technical Qualification Programs, Transportation Management and Lifecycle Records Management. Service and Support will be provided in concert with Contractor Assurance and DOE Oversight requirements.

- The Technical Services Division will:

- Assign Cadre Staff to designated projects throughout EM. The EM Cadre provides technical and subject matter environmental remediation, safety, and closure expertise for DOE sites and Projects. Cadre employees have signed mobility agreements and are on-site at several EM closure sites and Projects. The Cadre includes Federal Project Directors, Facility Representatives, Program Managers, and other EMCBC safety and/or technical subject matter experts. The Technical Services Division also manages EMCBC small business contracts to supplement DOE safety and technical oversight support requirements.

- The Technical Support and Asset Management Personal Property Team will:

- Manage Government personal property assigned at the Sites which involves: acquisition planning; identification and markings; property administration;

automated inventory records system; physical inventories; reporting requirements; and, disposition and reutilization.

- Perform contract administration for Government personal property which includes: acquisition planning; post-award conferences; contract property transition; initial and periodic property management system reviews; property administration and oversight; reporting requirements; property reutilization; contract closeouts and terminations; and, site closure.
- Provide vehicle fleet management support of fleet operations and maintenances; initial authorizations and fleet capacity changes; vehicle disposition/replacement; and, reporting requirements.

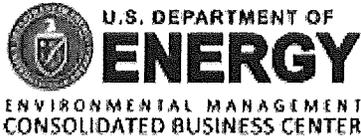
- The Technical Support and Asset Management Real Property Team will:

- Perform real estate acquisitions and other life cycle management activities of real property through a certified realty specialist. Real property management activities include planning, acquisition, management, condition assessment, utilization, accounting, reporting and disposal of real property. All real estate actions involving federal funds or property whether completed by a site contractor or DOE site management must be reviewed and approved by a DOE Certified Realty Specialist (CRS) before execution.
- Provide CRS support for all real estate management functions required by EM-LA, including administration of the Facilities Information Management System reporting on an as required or requested basis.

- The Classification Office Team will on an “as needed basis:

- Provide DOE support, document reviews, and contractor oversight activities related to classification and declassification related tasks.
- Provide expertise in the review of information owned by the EMCBC and Legacy Management (under a MOU) for classified and sensitive information.
- Provide technical consulting resources to the DOE complex in the field of nuclear weapons design, fabrication and attendant disciplines.
- Investigate and review sensitive issues, documents for HQ and other sites, and provide record review/handling, classified scanning operations, and classified records disposition.

EMCBC Office of Cost Estimating and Project Management Support is responsible for fully integrating sound cost estimating practices into all of EM's acquisition and project management processes by establishing EM Corporate cost estimating requirements and providing oversight for contractor-developed cost estimates, preparing Independent Government Cost Estimates to support EM Acquisition Center activities, preparing Independent Cost Estimates to support EM project planning and execution needs, performing Independent Cost Reviews of contractor-developed cost estimates, supporting Risk Management Planning activities, and supporting EM's Life-Cycle Planning processes to facilitate development of environmental liability estimates. This office also serves as the EMCBC's Project Management Support Organization (PMSO),



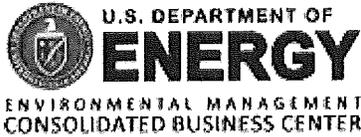
whose role is to improve the overall success of EM's Clean-up projects by establishing standards and templates, providing project support through mentoring and resources, and by supporting the planning and execution of strategic, high risk, high cost, and complex EM Clean-up/Closure projects.

The Office of Cost Estimating and Project Management Support will provide assistance and support to the EM-LA Federal Project Director(s)/Field Manager as requested using the EMCBC Corporate Activity Resource Request (CARR) procedure.

- ***The Cost Estimating and Analysis Division*** provides support in establishing standards, policy, and procedures to ensure that EM cost and schedule estimates are accurate, traceable, and reliable; development of Independent Government Cost Estimates (IGCEs) and provide Independent Cost Estimating (ICE), and Independent Cost Analysis capability to support EM acquisition and project management program requirements; provide independent cost estimating and analysis support to EM management decisions, the EM Acquisition Advisory Board (EMAAB), and EM budget formulation processes; and lead the development and management of cost and schedule databases, methodologies, and tools needed by EM to improve and standardize its cost estimating and analysis capabilities.

The core cost estimating and analysis functions the EMCBC Cost Estimating and Analysis Division may provide to EM-LA include:

- Acquisition and Contract Management Support
 - Perform life-cycle cost analyses.
 - Prepare IGCEs; support development of IGCE documentation prepared by others by conducting peer reviews as requested; and support development of ICE and Independent Cost Review documentation prepared by others by conducting peer reviews as requested.
 - Perform reasonableness or technical review of costs for contractor-submitted proposals.
 - Provide cost engineering support to Acquisition-related Source Evaluation Boards or Contracting Officers.
 - Support Contract Close-out activities by capturing actual project costs and integrating actual project cost data to the EM Environmental Cost Analysis System (ECAS).
- Project Planning and Execution Support
 - Support Federal Project Directors and serve on Integrated Project Teams as requested.
 - Provide support and oversight for contractor-developed cost estimates.
 - Prepare ICEs and ICRs.
 - Prepare and/or update lifecycle cost estimates.
 - Support risk management planning activities.
 - Support the establishment of project-specific EM CE&A Cost Estimating



- requirements (tailoring).
- Support performance evaluation activities such as trend & cost variance analysis.

- ***The Project Management Support Division*** will provide support in areas including, but not limited to:

- Lead or perform Independent Project Reviews (IPRs) and Project Peer Reviews as requested by EM-LA.
- Project management and execution support, including Earned Value Management System (EVMS) reviews or surveillances.
- Lifecycle planning support, including development, maintenance and oversight of lifecycle baselines; and Project execution reporting support.

The EM-LA Manager

For those areas not delegated by the HCA, the Manager of EM-LA and the EMCBC Assistant Director, Office of Contracting and appropriate EMCBC staff will work together to develop and implement solutions that achieve EM-LA objectives. These areas include, but are not limited to, decisions with respect to administration of EM-LA contracts (e.g., requests to show cause, contract extensions, etc.).

The EM-LA Contracting Staff, consisting (in FY16) of one CO and one CS², will perform contract administration functions for existing EM-LA contracts. Actions include review and approval of Contractor Change Proposals, Requests for Equitable Adjustments, and fee actions such as draft fee plans, payments of Performance Based Incentives, and determinations of award/incentive fee earned, subject to limitations established in delegated authorities.

The EM-LA Manager or designees will provide input to the EMCBC Director and Assistant Director, Office of Contracting, on EMCBC performance appraisals for EMCBC staff whose responsibilities include supporting EM-LA.

² EM-LA Contracting Staff will increase with future EM-LA organizational changes