FY2021 Performance Evaluation Summary

Contractor: Triad National Security, LLC
Contract: 8923318CNA000001
Evaluation Period: October 1, 2020 through September 30, 2021
Basis of Evaluation: Fiscal Year (FY) 2021 Performance Evaluation and Measurement Plan (PEMP)
The FY 2021 PEMP for this contract is available at: https://www.energy.gov/nnsa/articles/fy21-pemp-triad-na-la-signed
The Contract is available at: https://www.energy.gov/nnsa/los-alamos-national-laboratory-contract

Award Fee Scorecard

<table>
<thead>
<tr>
<th>Goal</th>
<th>Rating</th>
<th>At Risk Available</th>
<th>Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal-1: Mission Execution: Nuclear Weapons</td>
<td>Very Good</td>
<td>$9,130,074</td>
<td>$8,125,766</td>
</tr>
<tr>
<td>Goal-3: DOE &amp; Strategic Partnership Projects Mission Objectives</td>
<td>Excellent</td>
<td>$ 0</td>
<td>$ 0</td>
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<tr>
<td>Goal-4: Science, Technology &amp; Engineering (ST&amp;E)</td>
<td>Excellent</td>
<td>$ 0</td>
<td>$ 0</td>
</tr>
<tr>
<td>Goal-5: Mission Enablement</td>
<td>Very Good</td>
<td>$7,825,777</td>
<td>$6,417,137</td>
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<tr>
<td>Goal-6: Mission Leadership</td>
<td>Very Good</td>
<td>$5,217,185</td>
<td>$4,695,467</td>
</tr>
<tr>
<td><strong>Total Award Fee</strong></td>
<td><strong>Very Good</strong></td>
<td><strong>$26,085,925</strong></td>
<td><strong>$22,759,970</strong></td>
</tr>
</tbody>
</table>

In addition, the fixed fee and total fee summaries are provided below:

<table>
<thead>
<tr>
<th>Fixed Fee</th>
<th>Available</th>
<th>Final</th>
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</thead>
<tbody>
<tr>
<td>$20,459,549</td>
<td>$20,459,549</td>
<td></td>
</tr>
<tr>
<td>SPP (Fixed Fee)</td>
<td>$3,449,584</td>
<td>$3,449,584</td>
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<tr>
<td>Total Fixed Fee</td>
<td>$23,909,133</td>
<td>$23,909,133</td>
</tr>
<tr>
<td><strong>Total Fee (Award Fee and Fixed Fee)</strong></td>
<td><strong>$49,995,058</strong></td>
<td><strong>$46,669,103</strong></td>
</tr>
</tbody>
</table>

Overall, Triad earned a Very Good rating for FY2021, and an overall percentage rating of 87.3%, exceeding many of the objectives and key outcomes under the PEMP goals, meeting overall cost, schedule, and technical performance requirements with accomplishments that outweigh issues.

Accomplishments:

Goal 1
- Completed 148 of 150 Level 1 & 2 MRT Milestones, including all three Level 1 Milestones
- Provided outstanding support for B61-12 LEP, W88 ALT 370, W93/Mk7, W80-4 LEP, and W87-1
- Made significant contributions to stockpile system capability improvements
- Provided excellent support for stockpile systems, including Annual Assessments and NES activities
- Successfully made advances in pit production processes resulting in multiple in-process build techniques being executed and a successful LDRD-related pit build
- Successfully executed the Red Sage Nightshade A, B, and C experiments at NNSS
- Completed the DARHT Weather Enclosure and then executed two hydrodynamic experiments
- Performance on Advanced Sources and Detectors was noteworthy
• Experiments and improved simulations enhanced weapon program predictive capabilities
• Met milestones to support the DOE Exascale Computing Initiative

**Goal 2**
• Completed major remediation of Harborview Site in Seattle
• Recovered over 700 sealed sources fiscal year to date
• Demonstrated outstanding performance for assembly, integration, and testing of Space Nuclear Detonation Detection payloads on a DoD satellite
• Successfully executed the AJAX Experimental Campaign at the NNSS and a proliferation monitoring experiment at the LANL sigma complex
• Supported NNSA technology execution partners by developing technologies to support domestic production of Molybdenum-99
• Provided technical support for the Pit Disassembly and Processing Analysis of Alternatives and planning to achieve CD-1

**Goal 3**
• Effectively responded to new administration evolving agenda, (ex) LANL is leading the “Intermountain West Energy Sustainability & Transitions (I-West) initiative
• Triad-Industry partnership funded by Co-Optimization of Fuels and Engines (Co-Optima) initiative
• Successfully manufactured and packaged eight fuel clads
• Continued exceptional performance of the DOE Isotope Program in support of development and production of essential medical isotopes (ex) New Imaging Isotope Meets Promising Therapy Isotopes
• Significant success in supporting vital national security missions through Strategic Partnership Projects

**Goal 4**
• Successfully conducted extensive research in support of national security missions
• Executed high impact technologies through effective partnerships and technology transfer mechanisms ensuring that research is relevant to national security missions
• Created advanced innovative Regional Economic Diversification Initiatives
• Successfully developed initiatives such as “Educating the next generation of innovators” to drive internal and regional innovation and develop business models around Triad’s scientific breakthroughs
• Innovatively created staff and student development opportunities, working successfully with parent companies
• Continued to successfully achieve advancement of STE, partnering to achieve the world’s first demonstrations on several projects

**Goal 5**
• Exceeded performance in the protection of special nuclear material and classified matter while successfully exercising COVID-19 protocols
• Made significant safety improvements in focused safety areas
• Provided good quality safety basis products that support current and future nuclear facility, accelerator activities, on-going operations, and mission. Overall, the safety basis products are excellent although a few submittals required extra effort
• Experienced several key real estate achievements (delivery of first campus master plan in 20 years, innovative use of data modeling/hybrid work schedules for efficient use space during COVID).
• Continued to capitalize on opportunities to meet energy and water sustainability goals (absent of funding), which led to a Sustainability Champion DOE award.
• Executed over $1.4 billion in procurements, awarded an innovative MATOC, and developed a comprehensive acquisition procedures manual.
• Established a new directorate to enhance strategic planning and cross-organizational integration efforts to meet and exceed schedule baselines within the initial cost targets
Leadership engaged and championed working sessions to address emerging issues in the areas of Safeguards & Security, horizon planning, infrastructure, production, and conduct of operations.

Goal 6
- Demonstrated excellent NNSA enterprise-wide leadership during the COVID-19 pandemic and maintained an effective telework posture to minimize mission impacts effectively minimizing mission impacts and absorbing COVID-19 impacts through implementation of work safety protocols
- First in the complex to stand-up onsite vaccinations, implement a COVID-19 leave program, reaching 86% fully vaccinated by the end of the fiscal year, and first NNSA site to mandate COVID-19 vaccines
- Engaged its executive board to understand and address complex, cultural and systemic issues with plutonium-focused infrastructure areas, which resulted in the consolidation of associated functional areas under a new single Associate Laboratory Directorate for Plutonium Infrastructure.
- Successfully completed the removal of Type B nuclear materials in two shipments at NMED and Congressional Delegation Request

Issues:

Goal 1
- Struggled with some production activities
- Realized setbacks in development and product realization team activities due to a variety of upsets, leading to challenges in maintaining an integrated and reliable cadence across operational and programmatic lines and impacting final deliverables; planned evaluations, reviews, and installations; delivery schedules; and in-process product inventory activities.

Goal 2
- Experienced difficulties executing small projects supporting Surplus Plutonium Disposition capabilities, with significant schedule delays and cost increases
- Missed the Pu oxide production target which is a commitment to the Plutonium Management and Disposition Agreement and a level 2 milestone
- Experienced delays on National Nuclear Material Archive nominations and analysis

Goal 3
- None

Goal 4
- None

Goal 5
- Experienced several Cyber/IT challenges in FY2021
- Mission execution was impacted by lapses in safety performance
- Evaluation of the Safety of the Situation (ESS) submitted for the PISA associated with the PF-4 water spill was not approved due to inconsistencies and incomplete information
- DNFSB Tech Report 46 identified concerns that led to a PISA that was not self-identified
- Did not effectively develop documents creating significant rework for consent packages and other major activities
- Experienced several programmatic challenges in executing the plutonium mission
- Behind schedule on TA-3 Substation, TA-55 Reinvestment Project Phase 3 project, and TLW Project

Goal 6
- Continued issues with disciplined operations despite management focus on culture improvements
- Inconsistencies in reporting event data continues to hamper improvement efforts
- Struggled with the integration of multiple program activities and requirements to deliver products and deliverables on schedule, on budget, and within acceptance criteria