National Nuclear Security Administration

Mission Support and Test Services, LLC

Performance Evaluation Report

Contract No. DE-NA0003624

NNSA Nevada Field Office (NFO)

Evaluation Period: October 1, 2023,

through September 30, 2024

December 13, 2024

Executive Summary

This Performance Evaluation Report (PER) provides the National Nuclear Security Administration (NNSA) assessment of performing entity, Mission Support and Test Services, LLC (MSTS) performance of the contract requirements for the period from October 1, 2023, through September 30, 2024, as measured against the applicable Performance Evaluation and Measurement Plan (PEMP).

Pursuant to the terms and conditions of the contract, the PEMP sets forth the criteria by which NNSA evaluates MSTS' performance, as required by Federal Acquisition Regulation (FAR) Subpart 16.4, *Incentive Contracts*, which outlines expectations for administering award-fee type incentive contracts. This is the type of contract in place between NNSA and its management and operating partners. A key requirement of FAR Part 16.4, *Incentive Contracts,* is to establish a plan that identifies award-fee evaluation criteria and "how they are linked to acquisition objectives which shall be defined in terms of contract cost, schedule, and technical performance."

The NNSA took into consideration all input (e.g., Contractor Assurance System (CAS), program reviews, etc.) obtained from NNSA program and functional offices both at headquarters (HQ) and in the field. This report provides performance feedback, highlighting key accomplishments and issues that need attention. Specific observations for each goal are discussed below.

The MSTS workforce maintained operational capabilities required to execute aging/production science experiments to provide data relevant to improving predictive capability, assessing the current stockpile, and certifying the future stockpile in accordance with milestone schedules. Notable contributions include support for three Subcritical Experiment (SCE) series simultaneously and successful execution of an SCE. MSTS made valuable contributions to modernize the stockpile through successful execution of experiments aimed at determining plutonium material dynamic property response in support of pit certification for the W87-1 Modification Program and hardware development support to meet W88 Alt 370 production needs. MSTS partnered with Los Alamos National Laboratory (LANL) to conduct two high explosive experimental series to evaluate potential fragmentation patterns and materials performance critical to assess and certify the reliability of the B61 and development of the B61-12. MSTS met dynamic materials properties and high energy density physics requirements through design, development, and testing of cutting-edge diagnostics and experimental platforms for future experiments and weapons performance assessment across the Nuclear Security Enterprise (NSE) including diagnostic and component characterizations to support two ignition experiments.

MSTS successfully executed multiple experimental campaigns, delivered on experimental testbed construction milestones, and provided exceptional support to NNSA's enhanced transparency measures initiative supporting Defense Nuclear Nonproliferation (DNN) programs. MSTS demonstrated operational excellence conducting worldwide NNSA high-impact, high-visibility operations, drills, and training events supporting counterterrorism and counterproliferation (CTCP) programs. Notable contributions include successful execution of Low Yield Nuclear Monitoring (LYNM) Physics Experiment 1A (PE 1A), Vulcan Trans Am high explosive experiments, and subcritical signatures data collection and analysis efforts.

MSTS advanced the Rock Valley Direct Comparison (RVDC) testbed construction and completed the Osiris Signals Exploratory Testbed (SET). MSTS provided valuable technical expertise and contributions toward U.S. Government support of the Preparatory Commission (PrepCom) for the Comprehensive Test Ban Treaty Organization (CTBTO) on-site inspection regime. In support of NNSA's enhanced transparency measures initiative, MSTS hosted an unprecedented VIP visit of nonproliferation and arms control non-governmental organization representatives and a VIP visit with the CTBTO PrepCom Executive Secretary and seven other international diplomats to demonstrate U.S. support for CTBT and enhanced transparency. MSTS provided critical staffing, expertise, and operational support for Nuclear Emergency Support Team (NEST) drills/exercises and real-world events to protect the public. MSTS continued to effectively support the Pre-Detonation Device Program Disposition and Forensic Evidence Analysis Team (DFEAT), successfully maintained operational readiness to respond to an incident, and provided logistics and

operational support to DFEAT Diamond Thunder exercises. MSTS expanded CTCP field training capabilities and completed multiple field training exercises to demonstrate capabilities.

MSTS increased the experimental pace across multiple facilities and enhanced capabilities associated with mission delivery including execution of a large portfolio of recapitalization and maintenance projects.

MSTS made significant progress in the recapitalization portfolio, executing a large portfolio of projects, maintaining schedules and budgets within available funding, and providing quality, timely and reliable reporting. MSTS executed infrastructure and mission critical facility projects to address mission requirements including risk reduction, workforce safety, and site user services. MSTS played a vital supporting role in mitigating NNSA plutonium staging and transportation challenges that are negatively impacting pit production priorities, completing construction related to the Enhanced Staging Program (ESP). MSTS successfully achieved the completion of Mercury Modernization Phase 1, PULSE Building 1 construction, and campus integration projects. MSTS executed a strong maintenance and repair (M&R) program, growing M&R cadence across the Nevada National Security Site (NNSS) mission facilities, including completion of remediation/repair of the safety class Device Assembly Facility (DAF) water tank.

MSTS worked to improve mission enablement in the areas of environment, safety, health, and quality management. Although MSTS injury and illness rates were below NNSA and industry averages, they continued to trend higher than historical averages. To address safety concerns, MSTS implemented a deliberate operations effort to protect the workforce and meet execution needs while addressing negative safety experiences. Enhanced Capabilities for Subcritical Experiments (ECSE) line-item projects continue to underperform, resulting in schedule delays and increased costs.

MSTS earned an overall rating of Excellent and 91 percent of the award fee during this performance period. MSTS earned an Excellent rating for Goals 1, 2, and 3, and Very Good for Goals 4 and 5.

Goal 1: Mission Delivery: Nuclear Weapons
MSTS Amount of At-Risk Fee Allocation: $13,496,219

Goal 1 Summary

MSTS earned a rating of Excellent, and 95 percent of the award fee allocated to this Goal. MSTS exceeded almost all Objectives and Key Outcomes, and generally met the overall cost, schedule, and technical performance requirements of the contract under this Goal in the aggregate. During the year, accomplishments significantly outweighed issues and no significant issues in performance existed.

Objective 1.1

MSTS made valuable contributions to modernize the stockpile through experiment and hardware development support to meet the W87-1 First Production Unit (FPU) and W88 Alt 370 warhead schedules. MSTS completed successful execution of nine experiments at the Joint Actinide Shock Physics Experimental Research (JASPER) facility, including acquisition of first-in-kind bulk temperature data. These experiments were part of the series aimed at determining plutonium material dynamic property response in support of pit certification for the W87-1 Modification Program.

MSTS also leveraged unique hardware development capabilities to support NNSA efforts to improve the agility of the enterprise. The Hardware Support Facility supported requests to leverage responsive machining capabilities to reduce risk to W87-1 FPU, meet W88 Alt 370 production, and complete the Agile Processes and Technologies demonstrator project.

Objective 1.2

MSTS supported activities critical to NNSA's ability to assess and certify the reliability of the existing B61 and development of the B61-12. MSTS partnered with LANL to support two high explosive experimental series, utilizing legacy weapons components to evaluate potential fragmentation patterns and performance of materials. MSTS supported 10 high-explosives disposition activities for the Weapons Dismantlement and Disposition program.

MSTS made significant progress in maturing the Nuclear Enterprise Assurance program by developing a requirements framework, creating training for NNSS personnel, and investing in additional capabilities for the Information Technology (IT)/Operational Technology (OT) Laboratory. MSTS conducted IT/OT planning to support ongoing development of a 10-year Nuclear Weapons IT/OT strategy to meet risk management framework requirements. MSTS conducted an IT/OT exercise, exploring potential solutions to IT/OT assurance, as well as exercising NNSA’s ability to detect, respond, and report on malicious activities within both enterprise IT and OT technology networks. MSTS utilized the NNSS Risk Discovery Process to identify issues and mitigate vulnerabilities.

Objective 1.3

MSTS played a vital supporting role in mitigating NNSA plutonium staging and transportation challenges, completing construction related to the ESP. This program will have a significant impact on improving NNSA plutonium staging capabilities, relieving nuclear material inventory congestion, and supporting the pit production modernization mission.

MSTS continued its role as a member of the Product Realization and Integrated Data Enterprise (PRIDE) charter team within Multi Weapon Systems. MSTS leadership was instrumental in achieving PRIDE’s fiscal year (FY) 2024 NSE-wide digital thread goal, connecting 40 percent of the PRIDE cross-site applications to the Data Fabric and the Enterprise Dashboard. MSTS supported Production Operations’ modeling and analysis initiatives to strengthen the production support infrastructure through continued development of the Enterprise Programmatic and Infrastructure Capabilities Red and Black platforms.

MSTS continued to be an active participant in the NNSA Energetics Coordinating Committee, focusing on opportunities to expand NNSS' High Explosives and Energetics capabilities. In collaboration with LANL, MSTS initiated a long-lead procurement for two additional Armored Magazines that will reduce transportation requirements and provide additional agility in support of expanding experimental programs. MSTS also continued to expand and provide high quality classified and unclassified machining services for key programs across the NSE.

Objective 1.4

MSTS successfully completed planning, execution and mission enablement of stockpile stewardship and stockpile management programs including support for three SCE series; development, implementation, and expansion of cutting-edge diagnostics; collaboration with the NSE laboratories; and effective management of multiple mission priorities/activities. MSTS advanced SCE objectives by readying the testbed for SCE execution, developing a project management baseline for testbed reconfiguration in support of future SCEs, and completing a governance framework to coordinate, prioritize, deconflict, and minimize risks and constraints resulting from concurrent SCE operations. MSTS successfully supported execution of an SCE. MSTS met dynamic materials properties and high energy density physics requirements through design, development, and testing of cutting-edge diagnostics and experimental platforms for future experiments and weapons performance assessment across the NSE. MSTS completed diagnostic and component characterizations and supported opacity spectrometer experiments at Lawrence Livermore National Laboratory (LLNL), including significant support for two ignition experiments; supported experiments for dynamic material science at Sandia National Laboratories (SNL); and successfully fielded pyrometry diagnostics in support of a LANL Level 2 milestone.

MSTS developed two imaging techniques that were simulated and experimentally tested completing a Level 2 milestone. MSTS competed design of the second-generation Multi-layered Avalanche Diamond Detector for Neutron Diagnosed Subcritical Experiment. MSTS, in collaboration with LANL, conducted multiple experiments performing simultaneous X-ray and proton radiography of a static object using laser-driven sources, a time integrating image plate, and film detectors that will lead to development of a neutron source and a laser-driven x-ray radiography platform in support of a Level 2 milestone.

MSTS supported multiple experiments at JASPER completing a Level 2 milestone featuring both the MSTS developed Flashlamp Capacitor Bank System, and the LLNL developed Streak Spectrometer Diagnostic camera system. MSTS developed a linear accelerator temporal characterization capability for both long and short pulses, to enable gamma detector characterizations for SCEs, as well as assembly and testing of the first Multiplexed Photon Doppler Velocimetry Gen 4 system. Furthering diagnostic data capture capabilities, MSTS completed walnut functional testing and data collection on two testbeds, gained new ejecta insight on ejecta production; tested different scintillators at LANL to select the best neutron imaging scintillator; and completed metrology measurements as well as Photon Doppler Velocimetry/Broadband Laser Ranging and momentum functional testing for LLNL.

Key Objective 1.1

MSTS maintained operational capabilities required to enable successful execution of a SCE. The experiment performed as predicted, and high-quality plutonium property data was returned. To preserve fielding momentum between SCEs, MSTS developed several execution strategies to reduce and eliminate potential schedule impacts between experiments. MSTS completed annual calibrations of diagnostic equipment, installed equipment and completed required characterizations making the facility operational for fielding activities. MSTS provided the diagnostics principal investigator for one SCE series. MSTS continuously worked to implement an integrated schedule to deconflict and identify opportunities to complete maintenance and construction activities with minimal impact to SCE program execution.

Goal 2: Mission Delivery: Global Nuclear Security
MSTS Amount of At-Risk Fee Allocation: $7,712,125

Goal 2 Summary

MSTS earned a rating of Excellent, and 91 percent of the award fee allocated to this Goal. MSTS exceeded almost all of the Objectives and Key Outcomes, and generally met the overall cost, schedule, and technical performance requirements of the contract under this Goal in the aggregate. During the year, accomplishments significantly outweighed issues and no significant issues in performance existed.

Objective 2.1

The Program did not fund this Objective in FY 2024.

Objective 2.2

MSTS demonstrated effective integration of several multi-laboratory teams to plan and execute DNN programs at NNSS that contribute both scientific expertise and experimental test bed capabilities. MSTS safely executed LYNM PE 1A , that successfully demonstrated NNSA competencies for large scale confined explosive testing and provided 100 percent data return to support NNSA physics-based models and detection algorithms for distance monitoring. After PE 1A, MSTS completed the safe reentry process ahead of schedule to provide early facility access for mission critical activities and a HQ VIP tour. MSTS initiated LYNM Phase 2 mining activities; Chamber DL mining was completed, and Chamber B is underway.

MSTS completed all FY 2024 procurement and construction milestones for the RVDC testbed. MSTS applied a tailored approach to their Construction Accelerated Planning Process to complete the RVDC testbed roads and pads ahead of schedule. Capitalizing on this early completion, MSTS also completed construction of the Integrated Systems Test (IST)-1 roads and pads. MSTS delivered the Osiris SET consistent with cost and schedule commitments.

MSTS successfully delivered high hazard operations support to the Vulcan Trans Am experiments, completing work authorizations to support a variety of experiment parameters and data collection efforts for 16 diagnostic teams from 9 national laboratories. MSTS also completed two significant experimental campaigns that probed the underlying physics of radio frequency signals emanating from weaponization tests. MSTS successfully led internal and multi-lab subcritical signatures venture data collection and analysis efforts.

Objective 2.3

MSTS outfitted NNSA's Mobile Uranium Facility and Mobile Plutonium Facility with mobile Emergency Communications Network (ECN) kits and deployed in field responders for specialized support.

Objective 2.4

MSTS provided valuable technical expertise and contributions toward U.S. Government support of the PrepCom for the CTBTO on- site inspection regime. In support of NNSA's enhanced transparency measures initiative, MSTS hosted an unprecedented VIP visit of nonproliferation and arms control nongovernmental organization representatives. The visit received extremely positive feedback from participating VIPs, including positive social media posts and published articles. MSTS further hosted a VIP visit with the CTBTO PrepCom Executive Secretary and seven other international diplomats to demonstrate U.S. support for CTBT and enhanced transparency. MSTS also developed an implementation strategy for NNSA proposed transparency measures.

Objective 2.5

Through a continued high number of operations, drills, and exercises, MSTS effectively managed the watch bill, including the Foreign Emergency Support Team and Domestic Emergency Support Team, and ensured readiness of Department of Energy (DOE) Primary Mission Essential Function 2, respond to nuclear incidents, response capability.

MSTS continued to support the response to Russia's War on Ukraine with Consequence Management and Nuclear/Radiological Advisory Team expertise, as well as deployed operations for sensor installation and maintenance. MSTS addressed challenges with a subcontractor agreement supporting the Ukraine Task Force, implemented a modified work agreement and additional management processes for effective and transparent task assignment and delivery. MSTS collaborated proactively to develop options for sustained operations.

MSTS also provided significant subject matter expertise and consultancy on emergency preparedness and response activities for the International Atomic Energy Agency community. MSTS continued to effectively support the Office of Counterterrorism and Counterproliferation's Pre-Detonation Device Program DFEAT and successfully maintained operational readiness to respond to an incident, including providing logistics and operational support to DFEAT exercises. MSTS completed additional planning and documentation for expanded CTCP field training capabilities as well as preparation for a full-field render safe exercise, including completion of multiple field training exercises to demonstrate capabilities.

MSTS provided critical staffing, expertise, and operational support for NEST drills/exercises and real-world events to protect the public. MSTS provided operations and training support for two sessions of Advanced Consequence Management training; multiple NEST training events, including the One NEST Device Destruct workshop; and the NEST Standards and Training Program in the execution of National Security Council directed capability forward initiative.

MSTS supported the acquisition process for two new helicopters for NEST, providing critical subject matter expertise to define requirements and achieve implementation of a substantial increase in national capability for state of-the-art radiological aerial measuring. MSTS also balanced readiness requirements while completing extensive pilot training requirements for operational implementation of the new rotary wing platforms. MSTS established a robust recruiting program for the nationally recognized NEST Aviation Program, including a recruiting pipeline for critical aviation skillsets to effectively maintain AMS readiness. The NEST Aviation Program was also awarded DOE's Office of Aviation Management Small Unit, Pilot, Maintenance and Administration Awards.

MSTS completed preliminary design for a new Remote Sensing Laboratory (RSL) Reachback Operations Center and improvements to RSL facilities for enhanced home team collaboration space. MSTS also completed the 30 percent conceptual design and Class III cost estimate for a future NEST Public Health and Safety training facility. Challenges in FY 2023 with providing timely and accurate construction estimates delayed information required to support funding requirements, negatively impacting schedule.

Key Objective 2.1

MSTS reorganized operationally to leverage its infrastructure directorate to evaluate and manage key Global Security Directorate construction projects. MSTS initiated portfolio reviews of testbed construction projects to validate requirements, project planning, engineering and construction deliverables; implemented a formal change control process requiring field and program office concurrence; re-baselined projects to be reflective of approved scope of work; and increased communications with field and program offices. Positive project performance was realized across most of the DNN testbeds.

For the Aspen Testbed, MSTS completed ventilation installation, discovery mining, and geological assessments, which revealed previously unidentified cost and schedule risks to the overall Aspen project. To address these and other project management challenges MSTS was facing, MSTS conducted a management review focused on technical scope, cost, and schedule as well as management maturity, risks, and challenges. Based on the findings of this management review, HQ requested an alternatives analysis, to which MSTS responded. MSTS subsequently supported the decision to demobilize the project and minimize cost. While MSTS project management and responsiveness improved in FY 2024, long-term impacts and delays in receiving cost and schedule information resulted in a significant delay to this programmatic mission.

Goal 3: Mission Innovation: Advancing Science and Technology
MSTS Amount of At-Risk Fee Allocation: $1,928,031

Goal 3 Summary

MSTS earned a rating of Excellent, and 100 percent of the award fee allocated to this goal. MSTS exceeded all objectives and generally met the overall cost, schedule, and technical performance requirements of the contract under this goal in the aggregate. During the year, accomplishments significantly outweighed issues and no issues in performance existed.

Objective 3.1

MSTS completed planned activities of the Site-Directed Research and Development (SDRD) and Technology Transfer (TT) programs to advance national security missions and the frontiers of Science, Technology, Engineering, and Mathematics (STEM). MSTS continued emphasis on high-quality and high-impact activities, including recruiting and retention of STEM personnel, professional publications, and university collaborations, that enhance credibility in the national security sciences. MSTS appointed new management to the SDRD Program with ties to NNSA mission programs and restructured the SDRD proposal review process to ensure SDRD projects support NNSA mission areas and align with the NNSS' Strategic Vision.

Objective 3.2

Through SDRD, TT, and University Relations, MSTS pursued advanced technology partnerships that benefit broader national security needs and enhance U.S. competitiveness. MSTS continues to demonstrate advances in innovative national security technologies through research and development (R&D) investigations of multiple technologies, which will improve toolkits for nonproliferation, emergency response, and stockpile diagnostic portfolios. MSTS led (a first for the NNSS) and hosted the Laboratory Directed Research and Development (LDRD) Tri-Lab Working Group meeting and participated in the FY 2025 LDRD interlaboratory call for proposals.

Objective 3.3

MSTS funded 33 SDRD exploratory research projects, including eight new starts, and one strategic initiative focused on training future Scorpius scientists and enhancing existing staff capabilities executing accelerator beam physics and target interactions. The MSTS FY 2024 SDRD supported the advancement of pulsed power systems, accelerator and beam diagnostics, beam science, target interactions, and accelerator controls and data acquisition, which will benefit ECSE and future accelerator projects. MSTS received an R&D 100 Award in the IT/Electrical category for the Electromagnetic Spectrum Management System.

Objective 3.4

MSTS continued to focus on mentoring and professional development of scientists and engineers. MSTS established a distinguished postdoctoral fellowship in science and technology, a three-year program for recent PhD graduates in physical science, engineering, computer science, and applied mathematics. The first year of the fellowship focuses on beam physics and target interaction to attract the talent required to advance Scorpius post commissioning. MSTS continued to partner with the DOE Minority Serving Institutions Partnership Program, to strengthen diversity and inclusion in STEM fields. MSTS also continued to develop strategic partnerships with five universities to enhance the pipeline for scientists and engineers.

Objective 3.5

MSTS advanced efforts to streamline the transfer of R&D to intellectual property, supporting the production of 15 records of invention, three copyrights, seven patents, three cooperative research and development agreements, and three licenses. MSTS published eight articles in peer-reviewed journals on innovative scientific and technological advancements originating from research conducted through the MSTS SDRD program. MSTS highlighted NNSS technologies at the 2024 Consumer Electronics Show with two MSTS developed technologies featured at the DOE Office of Technology Transition's booth. MSTS met all requirements and expectations for submission of scientific and technical submissions.

Objective 3.6

MSTS supported the national security complex and legacy cleanup waste disposal through successful operation of the Radioactive Waste Management Complex (RWMC) and continued support of environmental restoration activities at NNSS. MSTS opened a new waste cell at the RWMC adding available disposal space to provide flexibility for disposal of NNSA and DOE's Office of Environmental Management (DOE-EM) waste. MSTS fulfilled a regulatory commitment by completing the final obligation under the Nuclear Fuel Services Settlement Agreement and received approval from the Nevada Division of Environmental Protection (NDEP) for permanent closure of Cell 21. MSTS performed all required sessions of real-time radiography on waste packages and completed upgrades to the radiography system, enhancing waste verification with better imagery and capabilities to allow more thorough examination of waste packages and identification of potential non-compliances. MSTS supported completion of required activities under the Settlement Agreement (SA) resulting from the Y-12 shipment issue identified in 2019, allowing NNSA and the Department to close out the SA with NDEP.

MSTS completed construction of access roads, drill pads, and sumps for drilling activities supporting the Underground Test Area Sub-Project to fulfill regulatory obligations to NDEP under the Federal Facility Agreement and Consent Order. MSTS also assumed responsibility for post-closure activities required by the Resource Conservation and Recovery Act permit for closed sites. MSTS provided exceptional support to environmental restoration activities on NNSS through timely coordination with the DOE-EM Nevada contractor for work at the Engine Maintenance, Assembly, and Disassembly Facility and Test Cell C. MSTS provided waste characterization, packaging, shipment, and disposal of hazardous and mixed waste.

Goal 4: Mission Enablement

MSTS Amount of At-Risk Fee Allocation: $9,640,156

Goal 4 Summary

MSTS earned a rating of Very Good, and 85 percent of the award fee allocated to this Goal. MSTS exceeded many of the Objectives and Key Outcomes and generally met the overall cost, schedule, and technical performance requirements of the contract under this Goal in the aggregate. During the year, accomplishments greatly outweighed issues and no significant issues in performance existed.

Objective 4.1

MSTS worked to improve mission enablement in the areas of environment, safety, health, and quality management. MSTS achieved total recordable incident and days away, restricted and transfer rates below DOE, NNSA, and industry averages amidst increased work, and was recognized with a Voluntary Protection Program Superior Star Award. Although MSTS injury and illness rates were below NNSA and Industry averages, they continued to trend higher than historical averages. To address safety concerns, MSTS implemented a deliberate operations effort to protect the workforce and meet execution needs while addressing negative safety experiences. MSTS enhanced management presence and intentional pauses to reassess and recenter the workforce. MSTS leveraged corporate reach back for collaboration and safety culture improvement; hired a Safety Culture Manager and supporting staff to focus on safety culture improvements and refresh the BeyondZero program; and conducted safety partnership briefings with facility bargaining and non-bargaining personnel for team building, health and productivity, and communication of location specific safety performance concerns and positive practices. MSTS also revised the critique process to ensure timely review and documentation of abnormal events. Despite these efforts, systemic safety culture and operational practice concerns, including a breakdown of integrated safety management and a failure to identify hazards and associated mitigations, were identified. Upon discovery, MSTS leadership immediately engaged and provided resources needed to assess and develop corrective actions/processes to address deficiencies. This is an area that will require continued senior leadership, line management engagement, and institutionalization across MSTS.

Criticality safety, industrial hygiene, worker safety, quality, fire and rescue wildland fire planning, radiation protection, aviation safety, and most enabling functions met expectations. Continued MSTS leadership focus is required to improve performance to comply with fire protection requirements of the underground facility safety and health program description, resolve backfit analysis issues for all NNSS active underground facilities, and to develop/implement an overall fire protection strategy for underground facilities. Management attention is required to address weaknesses in software quality assurance documentation and implementation identified by DOE's Office of Enterprise Assessments (EA-30).

MSTS did not successfully implement changes to their internal review process designed to enhance the quality of MSTS safety basis submittals. Simple deliverables typically met expectations; however complex deliverables contained issues impacting approvability and schedule. Partnering meetings between MSTS and Nevada Field Office (NFO) on comment resolution were necessary to enable timely comment/issue resolution. Focused attention and an improved development and review process are essential to successfully complete a Documented Safety Analysis for multiple activities.

MSTS continued to make progress on sustainability and climate adaptation milestones, incorporating sustainability principles into infrastructure planning and modernization initiatives. MSTS resourced and advanced planning to accelerate efforts towards a zero-emissions fleet; installed additional electric vehicle charging stations; and accelerated NNSS solar Photovoltaic (PV) expansion. This accelerated planning enabled award for the Mercury Solar PV Project. MSTS successfully supported the DOE Clean Energy Initiative including request for qualification inputs, Community Round Table, Industry Day, and provided technical evaluation assistance supporting selection of the most qualified developer. MSTS advanced the High-Performance Sustainable Building (HPSB) Implementation Plan for the NNSS and the NLV and received HPSB certification for two buildings from a third-party certifier.

Objective 4.2

MSTS delivered new, recapitalized, and repaired infrastructure to the NNSS, enabling defense programs and global security missions, continuing progression towards the goal of a smaller more sustainable footprint, and better supporting the NNSS and NSE laboratories' workforce. MSTS made significant progress in the

recapitalization portfolio, executing a large portfolio of projects, maintaining schedules and budgets within available funding, and providing quality, timely, and reliable reporting. MSTS executed infrastructure and mission critical facility projects to address mission requirements including risk reduction, workforce safety, and site user services across key NNSS facilities.

MSTS successfully achieved the completion of Mercury Modernization Phase 1 with the completion of beneficial occupancy of Mercury Building 3 (Mercury Mission Technical Support Facility). MSTS also initiated construction of indirect-funded campus integration projects providing new sidewalks, grounds, landscaping, and lighting. MSTS continued designs on projects at DAF and PULSE, leveraging multiple acquisition options, such as use of in-house design resources, parent company resources, and subcontracted resources. MSTS also executed a strong M&R program, growing M&R cadence across the NNSS mission facilities, including increasing maintenance execution at DAF and PULSE to address significant deferred and emergent M&R.

MSTS mobilized the DAF New Operations Complex Utilities project three months ahead of schedule and the DAF New Operations Support Facility construction progressed. MSTS completed construction of the Enhanced Staging Project Forklift Charging Area and produced 75 drum skids for the racks; this future capability will provide flexible staging options to meet complex NNSA programmatic needs. MSTS received the first refurbished crane on the DAF Crane Controls Project and began installation. Additionally, MSTS completed remediation/repair of the safety class DAF water tank.

MSTS continued surface infrastructure upgrades at PULSE to meet increasing operations and mission demands such as completion of construction of Building 1 (Mission Technical Support Facility); initiation of indirect-funded campus integration projects of new sidewalks, grounds, landscaping, lighting; and progression of plans to construct a new access road. Utilizing a construction basic order agreement, MSTS received bids approximately four months ahead of schedule on the PULSE New Operations Support Facility (Building 2). MSTS also completed grading, utility modifications, and site preparation activities required to enable the construction of this facility.

MSTS initiated and progressed designs for critical PULSE Recapitalization Projects. MSTS mobilized the PULSE Fire Detection and Alarm System project, which will address a priority gap within the PULSE Complex's long-term fire protection strategy; completed design on the PULSE Fan Equipment Upgrade project; completed design on the PULSE .02b Refuge Station; and successfully returned the A Refuge station to service. MSTS continued legacy shotcrete remediation activities, completed .01 alcove repairs, completed multiple utility projects, and completed required maintenance and designs for multiple projects that support hoist function and availability. MSTS also successfully completed the upgrade to the existing Tweezer Substation by replacing the existing 28-year-old, 12.5 MVA transformer and associated switches, relays, and interconnects.

MSTS successfully supported the PULSE New Access Project with the development of the analysis of alternatives with historical costs, company composition, and other data required. MSTS created a Contractor Integrated Project Team to support project development and the stand-up of the Federal Integrated Project Team. MSTS developed initial drafts of the Risk Management Plan, Preliminary Project Execution Plan, and Design Management Plan. MSTS executed a Market Research and Acquisition Strategy Request for Information to provide contractor input on execution methods and appropriate acquisition strategies. Finally, MSTS obtained endorsement for a single shaft/hoist and executed the first task order to their conceptual design contractor for up to 30 percent conceptual design.

Objective 4.3

MSTS delivered an effective, efficient, and responsive safeguards and security program. MSTS identified and was responsive to addressing information security concerns. MSTS completed procurement of an intrusion detection and mitigation system for the NNSS southern border and continued to implement a range of security configurations to provide risk accepting officials the ability to manage resources and efficiencies to support NNSA missions.

Objective 4.4

MSTS delivered efficient, effective, responsible, and transparent financial management operations and systems. MSTS assisted NNSA in development of guidance on overcommitting funds during an appropriations lapse and effectively responded to numerous data calls.

Objective 4.5

MSTS delivered satisfactory management of legal risk and incorporated best practices.

Objective 4.6

MSTS Cybersecurity maintained a secure IT environment. MSTS met expectations for most of the Cybersecurity Program Execution Guidance (PEG) Implementation Factors (IF) deliverables and exceeded expectations for cyber threat intelligence analysis and anti-phishing exercises; however, challenges remain with implementation of vulnerability management, cyber operations, and information assurance. MSTS met expectations for most of IT PEG IF deliverables; however, challenges exist in automated patch management and internet protocol version 6 for IT and applicable information systems. MSTS provided exceptional ECN exercise/real-world mission support and 24/7 Network Operations Center support to DOE/NNSA.

Objective 4.7

MSTS successfully completed required emergency management drills/exercises, including a first of its kind full-scale integrated security and emergency management exercise. MSTS efficiently and effectively managed two wildland fires, leveraging relationships with the Bureau of Land Management, U.S. Air Force, and Nye County to coordinate aid and the HQ Watch Office to ensure timely communications.

Objective 4.8

MSTS delivered effective business operations and systems, including areas of innovation in support of NNSA missions. MSTS reached acceptable wage reopener terms with 21 labor unions despite unprecedented challenges and incorporated lessons learned for future negotiations. MSTS implemented a Supply Chain Management Procurement Specialist Training program, enhanced the Subcontractor Technical Representative Program, and improved overall turnaround time by proactively engaging the ECSE program to prioritize and monitor actions. MSTS exceeded their small business goal, five of five socio-economic goals, and onboarded a woman-owned small business supplier protégé to support MSTS infrastructure maintenance. MSTS delivered an effective personal property system, with high accountability on precious metals, database integrity, and warehouse cycle. MSTS implemented continuous efforts toward process improvements in their procurement system, however, these improvements have yet to be realized as quality and compliance issues on subcontract package submittals continue, though at a reduced level. MSTS identified a potential P-Card fraud issue and implemented interim procedures to prevent reoccurrence of the issue, however, MSTS did not provide documentation to demonstrate evidence or effectiveness of implemented interim procedures.

Key Objective 4.1

The Advanced Sources and Detectors (ASD) Project is over budget with a Cost Performance Index (CPI) of 0.88 and behind schedule with a Schedule Performance Index (SPI) of 0.9 for FY 2024. Schedule delays were associated with equipment deliveries due to late award of several subcontracts for the Integrated Test Stand (ITS) and constructability issues. Additionally, the Estimate at Completion for ASD has increased more than $200 million. Despite these challenges, MSTS made significant progress with the construction of the ITS infrastructure. MSTS, along with LANL, LLNL, and SNL, provided outstanding effort in upgrading the LRU 8 pulsers for SNL high voltage testing on the injector cells and responding to DOE's Office of Project Management data calls, resulting in a reduction of findings. The Ula Complex Enhancements Project (UCEP) is over budget (CPI 0.71 before Over Target Baseline (OTB), CPI 0.85 after OTB) and behind schedule (SPI 0.63 before OTB, SPI 0.71 after OTB) for FY 2024.

Schedule delays are associated with late award of several subcontracts, completion of the structural analysis and execution of work for the Zero Point Operating Area, and changes to the shotcrete processes to address non-conformances. MSTS developed and submitted a Comprehensive Estimate at Complete (CEAC) in November. However, MSTS management self-identified deficiencies in the development of the CEAC with material basis of estimate and brought in corporate resources to correct the deficiencies identified. The Federal Project Director issued Contracting Officer Representative (COR) direction to develop an OTB/Over Target Schedule and Baseline Change Proposal, which was completed and submitted prior to the scheduled external independent review. MSTS completed several activities to support UCEP infrastructure installation milestones for site preparation and underground construction.

Due to challenges with timely delivery of required information for the ZEUS Test Bed Facilities Improvement (ZTBFI) project, the Federal Project Director issued MSTS COR direction on three separate occasions to provide the information necessary to: (1) support the entire project Critical Decision (CD)-1/Subproject 010 CD-2/3; (2) provide accurate monthly performance data for the Subproject 010; and(3) provide performance management baseline information to support Subproject 020 CD-1R/2/3. MSTS was able to obtain ZTBFI entire project CD-1 and Subproject 010 CD-2/3 approval. MSTS also completed several activities to support underground infrastructure installation and construction and awarded all long lead procurements.

Goal 5: Mission Leadership
MSTS Amount of At-Risk Fee Allocation: $5,784,094

Goal 5 Summary

MSTS earned a rating of Very Good, and 88 percent of the award fee allocated to this Goal. MSTS exceeded many of the Objectives and generally met the overall cost, schedule, and technical performance requirements of the contract under this Goal in the aggregate. During the year, accomplishments greatly outweighed issues and no significant issues in performance existed.

Objective 5.1

MSTS leadership engaged with NNSA program offices, NFO, national laboratory partners, and other government agency sponsors to develop strategies and objectives to more efficiently and effectively operate at NNSS and to understand individual program expectations, issues, and requirements. MSTS leadership focused on delivering improved integration and agility through dedicated resources and a focused approach to strategy development and deployment. The new strategy incorporates near-term mission objectives into broader NNSS strategic plan to better align MSTS leadership teams on key deliverables tied to the NNSA Strategic Integrated Priorities. MSTS developed and filled a new leadership role of Chief Strategist to

formalize the strategic planning process, lead the development of corporate strategy, and translate the strategy for staff across the company. MSTS also deployed the Accelerate campaign, which informs the workforce of the NNSS strategic vision and helps employees see themselves in the mission. Leadership continued to inspire the workforce to "propel the possible" and realize their role in NNSS mission success. The campaign is a direct leadership response to the feedback received in the employee engagement survey, which expressed the need for stronger connection to mission and expectations.

Objective 5.2

CAS performance and implementation continued to improve and mature. MSTS institutionalized and implemented improvements to the CAS trending and analysis processes that resulted in an improved culture of critical self-assessments, transparency, and accountability. MSTS took action to address issues identified in FY 2023 with its critique process/implementation and causal analyses. Safety culture and operational practice concerns represented a failure of CAS internal oversight to appropriately detect and self-identify long-standing issues that resulted in operational impacts and broader management concerns. MSTS rapidly responded to the identified events including enhanced senior management engagement, adjustments to MSTS internal oversight strategy at satellite locations, thorough root cause analyses, extent of condition reviews, and corrective action plans.

Objective 5.3

MSTS enhanced collaborations with NSE laboratories to support broader mission planning/execution, resolve issues, and ensure effective and consistent communications with NNSA. MSTS, in collaboration with the laboratories, developed an initial strategic plan for DAF, focused on supporting capabilities for multiple NNSA programs including defense programs and global security missions. MSTS, in collaboration with LANL, Pantex, and other program experts, is a key partner for the successful execution and implementation of the Enhanced Staging Program to support pit production schedules. MSTS continued to support benchmarking efforts and initiatives across the NSE and is actively involved in the Energy Facility Contractors Group, the Public Interface Control Working Group, NSE Performance Excellence, and other NSE working groups.

MSTS shares best practices including risk and transformation deployment with other sites across the NSE. MSTS led the effort to establish in-depth, Sensitive Compartmented Information, threat analyses and briefings for the NSE-wide Senior Advisory Group of Executives. MSTS leadership also serves as the Chair of the Nuclear Security Information Exchange in support of the Defense Nuclear Security Strategic Roadmap objective of developing one consistent security program operated at eight different locations. In this role, MSTS led the identification of priorities and high-profile issues common to NNSA laboratories, plants, and sites.

Objective 5.4

MSTS continued to drive improvements across the NNSS and the NSE through its FS3: Faster, Simpler, Safe & Secure initiative. Since its inception in March 2023, FS3 received over 450 ideas from employees. MSTS leadership quickly implemented those readily implementable, put projects in place to work others, and recognized individuals and teams (over 200 employees) for bringing ideas forward. MSTS leadership continued to champion indirect investment projects ($22.5 million across NNSS) that reduce cost and execution risk for all NNSS construction and mission execution projects. MSTS developed a formalized, repeatable process for investments that includes cycles of learning, improvements, and accountability.

Objective 5.5

MSTS leadership successfully delivered on the mission. They supported three separate SCE series and nuclear and high hazard experiments at all NSE Laboratories and the NNSS; designed, developed, and tested

cutting-edge diagnostics for improved data collection systems for experiments across the NSE; continued to improve multiple nuclear and high hazard testbeds; and responded to real-world events. MSTS experienced an increase in workplace injuries and near-miss events across several facilities. To address injury and illness rates, MSTS implemented increased leadership presence in the field, safety standdowns, and a deliberate approach to operations. Sustained MSTS key personnel (KP) leadership presence and engagement with PULSE, STL, and infrastructure projects/programs has resulted in positive impacts; the need for sustained KP leadership presence, engagement, and knowledge of NNSS operational requirements/processes is required for success across all programs and facilities.

While there are pockets of excellence, a sustained focus on communication is required across MSTS organizations, with HQ program offices, and with NNSA leadership. During the November 2023 Teamsters strike, multiple meetings with the NNSA Administrator and direct engagement with the MSTS Board Chair were required to gather information about MSTS' strategy to end the labor action. MSTS incorporated lessons learned from that event to support wage negotiations in September 2024, proactively engaged with DOE/NNSA leadership, and successfully completed all negotiations without conflict.

Objective 5.6

MSTS used parent company reach-back for critical and under resourced skills needed to achieve mission success. Areas of support included safety, design engineering, project management, water distribution engineering, asset management, cost analysis, and mining. Parent company and local actions need to be taken to build long-term NNSS strength in these areas and consistent implementation of best practices across all programs/projects. MSTS strategically designed positions to fill organizational and leadership gaps to ensure NNSS is aligned with NNSA strategic goals, is adaptable to change, and capable of sustained growth and success. Leaders were selected for their ability to partner with NNSA and the national laboratories to shape and execute the mission, vison, and strategy of the NNSS. Key positions established and/or filled in FY 2024 include the Global Security Senior Director (KP), a Senior Science Executive, Supply Chain Management Director, Senior Counterintelligence Officer, Chief Strategist, and Program Integration Office Director.

MSTS continued to address retention and competition challenges, hiring above the attrition rate, through implementation of multiple human resource initiatives. MSTS established a formal engagement program that includes action planning, trainings, one-on-one sessions, and education. MSTS leadership launched a new future leadership program, IGNITE, for high-potential individuals who demonstrate expectational leadership qualities and strategic thinking. MSTS partnered with universities to attract and recruit workforce needed to achieve NSE missions including providing funding for research projects, scholarships, and STEM programs. MSTS also enhanced relationships with Minority Serving Institutions and the community with the first NNSS Historically Black Colleges and Universities NNSS tour and sponsorship of the UNLV National Education for Women's Leader Program. MSTS actively engaged many community-outreach programs, hosting six STEM Saturdays, eight Atomic Museum field trips, sponsoring the Nevada Science Bowl and the Las Vegas Science & Technology Festival's annual Expo.

ATTACHMENT 1 – FY 2024 Performance Evaluation and Measurement Plan (PEMP)

Goal 1

Successfully execute the cost, scope, and schedule of the Nuclear Stockpile mission work for Defense Programs work in a safe and secure manner in accordance with DOE/NNSA priorities, Work Authorizations, and Execution/Implementation Plans.

Objective 1.1

Work as a team across the Nuclear Enterprise on stockpile program scope to 1) achieve and maintain program delivery schedules; 2) lower risk to achieving First Production Unit (FPU), Initial Operational Capability (IOC), and Final Operational Capability (FOC); 3) improve manufacturability and supply chain execution; and 4) control costs.

Objective 1.2

Execute stockpile maintenance, surveillance, assessment, and development studies/capability improvement requirements and meet transportation and weapon container schedules.

Objective 1.3

Work as a team to support and execute production modernization processes and activities to sustain and improve production capabilities, equipment, and infrastructure for 1) War Reserve production; 2) components (particularly pit production); 3) strategic materials capabilities; 4) improve safety margins, technology maturation strategies, and qualification, logistics, and security plans collaboratively across the NSE; and 5) Triad and SRNS collaborate on establishing NNSA's ability to produce 30 pits-per-year at LANL and 50 pits-per-year at the Savannah River Site, including Knowledge Transfer supporting training for SRNS personnel, integrating with SRPPF for glovebox/equipment procurement strategies, and sharing experiences and lessons learned on equipment design, fabrication and installation.

Objective 1.4

Provide the knowledge and expertise to maintain confidence in the nuclear stockpile without additional nuclear explosive testing by developing, maturing, and applying innovative strategies and technologies to sustain a robust stockpile and improve science and engineering capabilities, facilities, and essential skills to support existing and future nuclear security enterprise requirements. Triad, LLNS, NTESS, and MSTS will collaborate to execute subcritical experiments relevant for obtaining data for developing predictive models for improving production, assessing the current stockpile and certifying the future stockpile in accordance with milestone schedules.

K.O. 1.1

Provide the necessary facilities, diagnostic capabilities, and personnel to execute the Twin Peaks and Nob Hill subcritical experiments to provide data relevant to improving our predictive capability and for certification of the current and future stockpile.

Goal 2

Successfully execute the cost, scope, and schedule of the authorized global nuclear security mission work in a safe and secure manner to include the Defense Nuclear Nonproliferation, Nuclear Counterterrorism and Counterproliferation, and Incident Response missions in accordance with DOE/NNSA priorities, Work Authorizations, and Execution/Implementation Plans.

Objective 2.1

Support efforts to secure, account for, and interdict the illicit movement of nuclear weapons, weapons-useable nuclear materials, and radioactive materials.

Objective 2.2

Support U.S. national and nuclear security objectives in reducing global nuclear security threats through the innovation of technical capabilities to detect, identify, and characterize: 1) foreign nuclear weapons programs, 2) illicit diversion of special nuclear materials, and 3) global nuclear detonations.

Objective 2.3

Support efforts to achieve permanent threat reduction by managing and minimizing excess weapons-useable nuclear materials and providing nuclear materials for peaceful uses.

Objective 2.4

Support efforts to prevent proliferation, ensure peaceful nuclear uses, and enable verifiable nuclear reductions to strengthen the nonproliferation and arms control regimes.

Objective 2.5

Sustain and improve nuclear counterterrorism, counterproliferation, and forensic science, technology, expertise and associated Nuclear Emergency Support Team (NEST) capabilities; execute response missions, implement policies and procedures in support of response and forensics missions, and assist international partners/ organizations.

K.O. 2.1

Meet developmental timelines consistent with Life Cycle Plans related to testbeds critical to nonproliferation requirements and priorities.

Goal 3

Successfully advance national security missions through innovation by expanding the frontiers of Science, Technology, and Engineering (ST&E). Execute transformative and leading-edge Research and Development (R&D) by creating a vibrant, creative, environment that leverages effective partnerships (including SPP) and technology transfer endeavors. Effectively manage high-impact DOE Work and Laboratory Directed Research and Development (LDRD or PDRD) and Technology Transfer, etc. in a safe and secure manner consistent with DOE/NNSA priorities, Work Authorizations, and Execution/Implementation Plans.

Objective 3.1

Execute a research strategy that is clear and aligns discretionary investments (e.g., LDRD) with Laboratory strategy and supports DOE/NNSA priorities.

Objective 3.2

Ensure that research is relevant, enables the national security missions, and benefits DOE/NNSA and the nation.

Objective 3.3

Ensure that research is transformative, innovative, leading edge, high quality, and advances the frontiers of science and engineering.

Objective 3.4

Maintain a healthy and vibrant research environment that enhances technical workforce competencies and research capabilities.

Objective 3.5

Research and develop high-impact technologies through effective partnerships, and technology transfer mechanisms that support the Laboratory's strategy, DOE/NNSA priorities and impact the public good; and ensure that reporting, publishing, and information management requirements of federally funded scientific research and development are implemented (via DOE's Public Access Plan) and per DOE's Scientific and Technical Information Management directive (DOE O 241.1B).

Objective 3.6

Pursue and perform high-impact work for DOE that strategically integrates with the DOE/NNSA mission, and leverages, sustains and strengthens unique science and engineering capabilities, facilities, and essential skills.

Goal 4

Effectively and efficiently manage the safe and secure operations of the Laboratory in accordance with cost, scope and schedule while maintaining an NNSA enterprise-wide focus; demonstrating accountability for mission performance and management controls; successfully executing cyber, technical, informational, and physical security requirements, and assure mission commitments are met with high-quality products and services while partnering to improve the site infrastructure. Performance will be measured by the contractor's assurance system, NNSA metrics, cost control, business and financial operations, project baselines, implementation plans, assessment, and audit results, etc., with a focus on mission enablement.

Objective 4.1

Deliver effective, efficient, and responsive Environment, Safety, Health (ES&H), Quality (including weapon quality), and radioactive waste management. Advance DOE/NNSA's climate resiliency and sustainability goals with a focus on maximizing energy efficiency and supporting Carbon Pollution-Free Electricity (CFE) objectives.

Objective 4.2

Deliver mission capabilities through the planning, design, acquisition, operation, maintenance, recapitalization, and disposition of facilities and infrastructure. Execute design and construction projects to achieve the scope on schedule, on budget, and in alignment with the 30 pits-per-year mission.

Objective 4.3

Deliver effective, efficient, and responsive safeguards and security, including assigned enterprise initiatives.

Objective 4.4

Deliver efficient, effective, responsible, and transparent financial management operations and systems including financial integration reporting; budget formulation and execution; programmatic cost estimates; and internal controls.

Objective 4.5

Deliver efficient and effective management of legal risk and incorporation of best legal practices. Deliver timely and actionable recommendations and analysis to Freedom of Information Act and Privacy Act requests.

Objective 4.6

Deliver effective, efficient, and responsive information technology systems and cybersecurity that provides for a comprehensive mission and functional area delivery through the execution of the implementation factors established in the NA-IM IT and Cybersecurity Program Execution Guidance, and adaptive day-to-day IT and cybersecurity operations to support, protect, and defend mission/business systems and networks.

Objective 4.7

Deliver effective, efficient, and responsive site emergency management programs in support of the DOE/NNSA Emergency Management Enterprise.

Objective 4.8

Deliver efficient, effective, and compliant business operations including, but not limited to, procurement, human resources, and property systems, in support of NNSA missions. Focus areas to include achievement of small business and socioeconomic goals; timely and high-quality subcontract actions; support provided to the NSE Workforce Recruitment Strategy; and strategic management of integrated recruiting, retention, and diversity programs.

K.O. 4.1

Plan and execute the Enhanced Capabilities for Subcritical Experiments portfolio projects in accordance with approved scope and baselined cost and schedule milestones; leading the U1a Complex Enhancements Project and the Zeus Test Bed Facilities Improvement Project; ITS infrastructure ready for installation; risk management; and cost estimating and cost control.

Goal 5

Successfully demonstrate leadership in supporting the direction of the overall DOE/NNSA mission, cultivating a Performance Excellence Culture that encompasses all aspects of operations and continues to emphasize safety and security, improving the responsiveness of Triad's leadership team to issues and opportunities for continuous improvement internally and across the Enterprise, and parent company involvement/commitment to the overall success of the Laboratory and the Enterprise.

Objective 5.1

Define and implement a realistic strategic vision for the Laboratory, in alignment with the NNSA Strategic Vision, which demonstrates enterprise leadership and effective collaborations across the NNSA enterprise to ensure DOE/NNSA success.

Objective 5.2

Demonstrate performance results through the institutional utilization of a Contractor Assurance System and promoting a culture of critical self-assessment, transparency, and accountability through the entire organization, while also leveraging parent company resources and expertise.

Objective 5.3

Develop and implement a National Security Enterprise-wide partnership model that enhances collaboration, reinforces shared fate, and enables mission success including transformation of the stockpile and the enterprise.

Objective 5.4

Exhibit professional excellence in performing roles/responsibilities while pursuing collaborative opportunities for continuous organizational and enterprise learning and demonstrated improvements that will improve productivity, grow the capacity to execute mission, and manage, rather than avoid, risk. Pursue innovations to increase agility and resilience while controlling costs. Advance the operational capabilities of the National Security Enterprise (NSE) by identifying and employing latent capacity existing in the NSE.

Objective 5.5

Demonstrate leadership in driving enhanced and sustainable formality and rigor of operations through proactive implementation of effective and efficient measures to minimize operational upsets that have potential to impact mission.

Objective 5.6

Leadership takes decisive action, as a cooperative partner of NNSA, to attract and retain the workforce needed to achieve the nuclear security enterprise missions, with particular emphasis on critical and under-resourced skill sets, reaching back to parent company resources as necessary.