
Fiscal Year 2025
DOE/NNSA Strategic Performance Evaluation and Measurement Plan

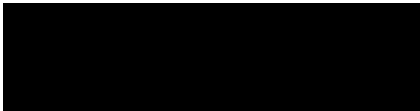
Triad National Security, LLC

MANAGEMENT AND OPERATION OF THE

Los Alamos National Laboratory

Contract Number: 89233218CNA000001

Performance Evaluation Period: October 01, 2024 through September 30, 2025



9/12/24

Thomas E. Mason
Laboratory Director
Triad National Security, LLC

Date

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FY 2025 PERFORMANCE EVALUATION AND MEASUREMENT PLAN

DOCUMENT REVISION HISTORY

| Revision | Date | Change Description |
|-----------------|-------------|---------------------------|
|-----------------|-------------|---------------------------|

INTRODUCTION

Los Alamos National Laboratory is a Federally Funded Research and Development Center (FFRDC) owned by the United States Government, under the custody of the Department of Energy (DOE), herein referenced as “Laboratory,” and is managed and operated by Triad National Security, LLC (Triad). Pursuant to the terms and conditions of the Contract, this NNSA Performance Evaluation and Measurement Plan (PEMP) sets forth the criteria by which NNSA will evaluate Triad’s performance and upon which NNSA shall determine of the amount of award fee earned. The available award fee amounts for FY 2025 are specified in Section B, Supplies or Services and Prices/Costs, of the Contract. This PEMP promotes a strategic Governance and Management Framework in support of the NNSA’s Strategic Vision. This Strategic Vision requires Triad to fully execute mission milestones in support of key mission objectives and effectively meet significant management challenges identified by NNSA.

PERFORMANCE BASED APPROACH

The performance-based approach evaluates the Triad’s performance through a set of Goals. Each Goal, and its associated Objectives and Key Outcomes (KOs) as applicable, will be measured against authorized cost, schedule, and technical performance, based on respective outcomes, demonstrated performance, and impact to DOE/NNSA missions.

MISSION

To solve national security challenges through simultaneous excellence in designing, producing, and certifying current and future nuclear weapons and reducing global security threats; delivering scientific breakthroughs that support DOE and NNSA missions; executing sustained operations that are reliable and responsive to mission needs; and sustaining and enhancing LANL’s partnerships with the community across the Northern New Mexico region.

MISSION PERFORMANCE

Triad is accountable for and will be evaluated on successfully executing program work in accordance with applicable DOE/NNSA safety, security, and sustainability requirements consistent with the terms and conditions of the Contract. Protection of worker and public safety, the environment, and security are essential and implicit elements of successful mission performance. Accordingly, Triad shall plan mission work with safety and security as integral to mission execution and meeting the affected programmatic Goals. The model for this PEMP is to rely on Triad leadership to use appropriate DOE contractual requirements and recognized industrial standards based on consideration of its assurance system and supporting measures, metrics, and evidence. **Triad is expected to manage in a safe, secure, sustainable, efficient, effective, and results-driven manner, with appropriate risk management and transparency to the government, while taking appropriate measures to minimize costs that do not compromise core objectives and mission performance.** Products and services are expected to be delivered on-schedule and within budget.

INNOVATIVE SOLUTIONS

Triad will recommend innovative, technology/science-based, systems-engineering solutions to some of the most challenging problems that face the nation and the globe. Triad will also provide evidence to support programmatic needs and operational goals tempered by risk. DOE/NNSA will take into consideration all major functions including safety, security, and sustainability contributing to mission success. In addition, DOE/NNSA expects Triad to recommend and implement innovative business and management improvement solutions that enhance effectiveness and efficiency, to include partnering with external vendors and the Department of Defense’s existing industrial base.

CONSIDERATION OF CONTEXT IN PERFORMANCE EVALUATION

The evaluation of performance will consider context such as unanticipated barriers (e.g., budget restrictions, rule changes, circumstances outside Triad's control), degree of difficulty, significant accomplishments or improvements, and other events that may occur during the performance period. A significant safety or security event may result in an overall limitation to adjectival ratings. Such impacts may be balanced by the response to the incident and by other initiatives to improve overall safety or security performance. Triad is encouraged to note significant safety and security continuous improvements.

PERFORMANCE RATING PROCESS

DOE/NNSA will review performance throughout the performance evaluation period and provide biannual feedback to Triad, highlighting accomplishments and/or issues based on contractor performance against the criteria in the PEMP. Sources of oversight data include, but are not limited to, DOE/NNSA formal assessments, contractor self-assessments, internal and external audits, inspections, program and project reviews, operational awareness activities, contractor assurance system, etc.

The evaluation will be documented in a Performance Evaluation Report (PER) and will include the performance ratings and award fee earned for the subject performance evaluation period. DOE/NNSA will consider Triad's end of year self-assessment report in the performance evaluation. Performance of Objectives and KOs (if any) will be assessed in the aggregate, with due consideration given to the level of progress made on achieving KOs, to determine an adjectival performance rating for each Goal. The Goals will then be considered in the aggregate to provide an overall rating and percentage of award fee earned for the contract. The performance ratings will be determined in accordance with FAR 16.401(e)(3) yielding ratings of Excellent, Very Good, Good, Satisfactory, or Unsatisfactory. Notwithstanding the overall strategic framework, any significant failure in any Goal may impact the overall rating and award fee earned. **Dollar values contained in the PEMP are provided as guidelines for developing a recommendation of fee allocation to the Fee Determining Official (FDO). The final determination as to the amount of fee earned is a unilateral determination made by the FDO.**

Triad may request a face-to-face meeting with the FDO to highlight its strategic performance at the end of the performance evaluation period. This meeting should occur within the first two weeks after the end of the period.

PEMP CHANGE CONTROL

It is essential that a baseline of performance expectations be established at the beginning of the performance period to equitably measure performance, and that changes to that baseline are carefully managed. Nonetheless, unforeseen circumstances and/or changes in priorities may necessitate corresponding changes to individual PEMP(s). Any change to the PEMP, including adjustments or removal of KOs, requires concurrence by the appropriate field/program/functional office, the NNSA Senior Procurement Executive, and the FDO prior to the Field Office Manager and Contracting Officer signatures. While recognizing the unilateral rights of DOE/NNSA as expressed in the contract terms and conditions, bilateral changes are the preferred method of change whenever possible.

FEE ALIGNMENT AND “AT-RISK” AWARD FEE ALLOCATION

This table is provided for information only and does not change the terms and conditions of the contract. All goals will receive an adjectival assessment as a part of the Corporate Performance Evaluation Process (CPEP).

| Goal | At Risk Award Fee | At Risk Award Fee Percentage |
|--|-------------------|------------------------------|
| Goal-1: Mission Delivery: Nuclear Weapons | \$9,960,425 | 35% |
| Goal-2: Mission Delivery: Global Nuclear Security | \$2,845,836 | 10% |
| Goal-3: Mission Innovation: Advancing Science and Technology | \$2,845,836 | 10% |
| Goal-4: Mission Enablement | \$4,268,754 | 15% |
| Goal-5: Construction Projects and Infrastructure | \$4,268,754 | 15% |
| Goal-6: Mission Leadership | \$4,268,754 | 15% |

The above template is applied to each field office using At-Risk Award Fee (AF) amounts established in each individual contract. The amounts are based on estimated values for FY25 and will change slightly as actual values for various categories of work are established with FY25 budgets.

UNEARNED FEE

DOE/NNSA reserves the right to withdraw and redistribute DOE/NNSA unearned fees.

Goal-1: Mission Delivery: Nuclear Weapons

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.

Objectives

- Objective-1.1: Work as a team across the Nuclear Enterprise to provide the knowledge, personnel, and capabilities to design, build, certify and assess current and future weapon systems, processes, and components and enable development of new and innovative materials, processes, and components to achieve higher technology and manufacturing readiness levels and rate production while driving the state-of-the-art for science and technology.
- Objective-1.2: Work as a team across the Nuclear Security Enterprise to plan and execute production sustainment and integration, nuclear enterprise assurance and effective weapon quality assurance to ensure the nuclear security enterprise optimizes production operations, minimizes quality escapes, and increases the resiliency of nuclear weapons and nuclear weapon production and sustainment activities within normal, abnormal, and adversarial environments well into the future.
- Objective-1.3: Work as a team across the Nuclear Security Enterprise to execute assigned work to maintain and enhance the safety, security, reliability, and performance of the US nuclear weapon stockpile. Execute planning, development, certification, assessment/surveillance, production, and maintenance of the current U.S. nuclear weapon stockpile, including all associated documentation and hardware, consistent with mission and task assignments.
- Objective-1.4: Work as a team across the Nuclear Security Enterprise on stockpile modernization program scope to 1) achieve and maintain program delivery schedules; 2) lower risk to achieving First Production Unit (FPU), Last Production Unit (LPU), and program overbuilds; 3) improve supply chain execution; and 4) control costs.
- Objective-1.5: Work as a team across the Nuclear Security Enterprise to develop and execute modernization strategies to ensure NNSA's strategic materials and component manufacturing capabilities will meet future nuclear weapons production requirements. Execute work focused on sustainment of existing capabilities, re-establishment of lost capabilities, deployment of new capabilities and technologies, and strategic investments to ensure timely material and component deliveries.
- Objective-1.6: Work as a team across the Nuclear Security Enterprise to implement Digital Transformation principles by using Digital Engineering to improve product design, production, sustainment, and business practices.

Key Outcome:

- KO 1.1: Achieve full capability 24/4 operations at the Plutonium Facility by end of FY2025.

Goal-2: Mission Delivery: Global Nuclear Security

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.

Objectives:

- Objective-2.1: Support efforts to enhance, global nuclear security by securing and preventing the trafficking of nuclear 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, including the execution of production and planning activities necessary to support current and future year oxide production in accordance with the Production Study.
- 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.

Key Outcomes:

- KO-2.1: Achieve Program Office consent-to-ship authorization of Global Burst Detector (GBD) III Follow-On Units 3, 4, and 5 per the lifecycle plan (end of FY2025).

Goal-3: Mission Innovation: Advancing Science and Technology

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 and technology transfer endeavors. Effectively manage high-impact DOE Work and Laboratory Directed Research and Development (LDRD) and Technology Transfer, etc. in a safe and secure manner consistent with DOE/NNSA priorities, Work Authorizations, and Execution/Implementation Plans.

Objectives:

- 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 241.1 B or its successor).
- Objective-3.6: Pursue and perform high-impact work for DOE that integrates with the DOE/NNSA mission, and leverages, sustains and strengthens unique science and engineering capabilities, facilities, and essential skills.

Key Outcomes: None

Goal 4: Mission Enablement

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.

Objectives:

- Objective-4.1: Deliver effective, efficient, and responsive Environment, Safety, and Health (ES&H), and Quality (including a Weapon Quality Management System and software quality) and waste management. Advance DOE/NNSA's climate resiliency and sustainability goals maximizing energy efficiency and supporting Carbon Pollution-Free Electricity (CFE) objectives and implement projects identified in the Vulnerability Assessment and Resiliency Plan.
- Objective-4.2: Deliver effective, efficient, and responsive safeguards and security, including assigned enterprise initiatives.
- Objective-4.3: Deliver efficient, effective, supportable, and transparent financial management operations and systems including financial integration reporting; budget formulation and execution; programmatic cost estimates; and internal controls.
- Objective-4.4: 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-4.5: Deliver effective, efficient, and responsive information technology (IT) systems that support mission and functional area delivery. Ensure execution of all implementation factors established in the NA-IM IT and Cybersecurity Program Execution Guidance to strengthen day-to-day IT and cybersecurity operations.
- Objective-4.6: Deliver effective, efficient, and responsive site emergency management programs in support of the DOE/NNSA Emergency Management Enterprise.
- Objective-4.7: Deliver effective, efficient, and compliant business operations including, but not limited to, procurement, human resources, and property systems, in support of NNSA missions. Focus areas to include achieving small business and socioeconomic goals; evaluating opportunities for, and implementing, as necessary, effective subcontracting approaches to expand small business industrial base for appropriate construction work scope; performing timely and high-quality subcontract actions; and supporting enterprise-wide recruitment events; retention, and diversity program efforts.

Key Outcomes: None

Goal-5: Construction Projects and Infrastructure

Effectively and efficiently manage the infrastructure lifecycle process to meet current and emerging national security challenges through integrated infrastructure planning, acquisition, and prioritization. For clarity, projects with separate award-fee structures are not considered under this Goal.

Objectives:

- Objective-5.1: Implement a comprehensive and integrated infrastructure prioritization and planning process. Update planning data and mission needs in the G2 Program Management system planning module for the FYNSP to support strategic planning elements, such as the Enterprise Blueprint, Master Asset Plan, Area Plans, and Deep Dives. Provide cost and schedule estimates in accordance with established guidance to ensure mission delivery.
- Objective-5.2: Plan and execute Capital Asset Line-Item Construction Projects, minor construction projects, capital equipment projects (including Major Items of Equipment), real property acquisitions, and disposition projects in accordance with cost, scope, schedule baselines, technical requirements, code of record and/or execution plans. Monitor and report on project performance against baselines, provide accurate and timely deviations on performance to stakeholders and utilize risk management processes.
- Objective-5.3: Develop and execute operations and maintenance strategies, consistent with available funding, that enable reliable asset performance and enduring facility capabilities that align with mission requirements and priorities.
- Objective-5.4: Execute the 30 Diamonds (30D) infrastructure expansion strategy.

Key Outcomes: None

Goal-6: Mission Leadership

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.

Objectives:

- Objective-6.1: 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-6.2: 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-6.3: Develop and implement a Nuclear Security Enterprise-wide partnership model that enhances collaboration, reinforces shared fate, and enables mission success including transformation of the stockpile and the enterprise.
- Objective-6.4: Exhibit professional excellence in performing roles/responsibilities while pursuing collaborative opportunities for continuous organizational and enterprise learning and demonstrated improvements that will enhance productivity, grow the capacity to execute mission, and manage, rather than avoid risk when appropriate. Pursue innovations to increase agility and resilience while controlling costs. Advance the operational capabilities of the Nuclear Security Enterprise by identifying and employing latent capacity existing in the enterprise.
- Objective-6.5: 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-6.6: 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.

Key Outcomes: None

**FAR 16.401(e)(3) AWARD FEE ADJECTIVAL RATINGS AND
SUPPLEMENTAL DEFINITIONS**

| | | |
|----------------|---------------------|---|
| Excellent | 91%-100% | Contractor has exceeded almost all of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period. <i>This performance level is evidenced by at least one significant accomplishment, or a combination of accomplishments that significantly outweigh very minor issues, if any. No significant issues in performance exist.</i> |
| Very Good | 76% - 90% | Contractor has exceeded many of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period. <i>This performance level is evidenced by accomplishments that greatly outweigh issues. No significant issues in performance exist.</i> |
| Good | 51% - 75% | Contractor has exceeded some of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period. <i>This performance level is evidenced by accomplishments that slightly outweigh issues. No significant issues in performance exist.</i> |
| Satisfactory | No greater than 50% | Contractor has met overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period. <i>This performance level is evidenced by issues that slightly outweigh accomplishments.</i> |
| Unsatisfactory | 0% | Contractor has failed to meet overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period. <i>This performance level is evidenced by issues that significantly outweigh accomplishments, if any.</i> |

Definitions:

An **Accomplishment** is an achievement or success in the performance of contract requirements that exceeds standards or expectations. Examples might be performing full contract requirements under budget while meeting or exceeding schedule baselines or performing additional scope within the initial cost targets with no negative effect on requirements or other programs, indicating continued performance improvement.

An **Issue** is a point in question or a matter that indicates a concern with performance that needs attention and improvement such as events or performance that: raise concerns regarding successful performance of contract requirements within scope, cost (budget), and/or schedule baselines; or have a potential negative effect on requirements or other programs.