



FY 2021 Performance Evaluation Summary

Contractor: Triad National Security, LLC

Contract: 89233218CNA000001

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

<u>Goal</u>	<u>Rating</u>		<u>At Risk Available</u>	<u>Final</u>
	<u>Adjectival</u>	<u>Percent</u>		
Goal-1: Mission Execution: Nuclear Weapons	Very Good	89%	\$9,130,074	\$8,125,766
Goal-2: Mission Execution: Global Nuclear Security	Very Good	90%	\$3,912,889	\$3,521,600
Goal-3: DOE & Strategic Partnership Projects Mission Objectives	Excellent	95%	\$ 0	\$ 0
Goal-4: Science, Technology & Engineering (ST&E)	Excellent	95%	\$ 0	\$ 0
Goal-5: Mission Enablement	Very Good	82%	\$7,825,777	\$6,417,137
Goal-6: Mission Leadership	Very Good	90%	\$5,217,185	\$4,695,467
Total Award Fee	Very Good	87.3%	\$26,085,925	\$22,759,970

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

	<u>Available</u>	<u>Final</u>
Fixed Fee	\$20,459,549	\$20,459,549
SPP (Fixed Fee)	\$3,449,584	\$3,449,584
Total Fixed Fee	\$23,909,133	\$23,909,133
Total Fee (Award Fee and Fixed Fee)	\$49,995,058	\$46,669,103

Overall, Triad earned a Very Good rating for FY 2021, 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 Milestone Reporting Tool (MRT) Milestones, including all three Level 1 Milestones
- Provided outstanding support for B61-12 Life Extension Program (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 Nuclear Explosives Safety (NES) activities
- Successfully made advances in pit production processes resulting in multiple in-process build techniques being executed and a successful Laboratory Directed Research and Development-related pit build
- Successfully executed the Red Sage Nightshade A, B, and C experiments at Nevada National Security Site (NNSS)

- Completed the Dual-Axis Radiographic Hydrodynamic Test Facility 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 Los Alamos National Laboratory (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 ST&E, 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 Master Agreement Task Order Contract, 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 New Mexico Environment Department 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

Goals 3 & 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 Potential Inadequacy in the Safety Analysis (PISA) associated with the PF-4 water spill was not approved due to inconsistencies and incomplete information
- Defense Nuclear Facilities Safety Board 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 Transuranic Liquid Waste 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