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**Fiscal Year 2023**  
**DOE/NNSA Strategic Performance Evaluation and Measurement Plan (PEMP)**

**Consolidated Nuclear Security LLC**

**MANAGEMENT AND OPERATION OF THE**

**Pantex Plant and Y-12 National Security Complex**

**Contract Number: DE-NA0001942**

**Performance Evaluation Period: October 01, 2022 through September 30,  
2023**

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# FY 2023 PERFORMANCE EVALUATION AND MEASUREMENT PLAN

## DOCUMENT REVISION HISTORY

<b>Revision</b>	<b>Date</b>	<b>Change Description</b>
1	February 21, 2023	Update Key Outcome 4.1 and 6.3

## INTRODUCTION

The Pantex Plant (Pantex) and Y-12 National Security Complex (Y-12) are plants owned by the United States Government, under the custody of the Department of Energy (DOE) and is managed and operated by Consolidated Nuclear Security, LLC (CNS). 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 CNS performance and upon which NNSA shall determine of the amount of award fee earned. The available award fee amounts for FY 2023 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 CNS 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 CNS 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

The Pantex mission supports managing the nation's nuclear stockpile by performing disassembly, inspection and rebuild of weapon evaluations cycle units, assembly of Joint Test Assemblies (JTAs) and JTA post mortem analysis, assembly and disassembly of test bed units, Limited Life Component Exchange, programmatic alterations (usually defined as Alts or Mods), weapon repairs, weapon and component radiography and non-destructive evaluation, high explosive testing and explosive component evaluation, pit and non-nuclear evaluations, electrical and mechanical test, and surveillance and evaluation testing in support of Quality Evaluation Reports.

Y-12 supports national security programs through production of weapons components and parts; stockpile evaluation and maintenance; stockpile surveillance; dismantlement; and nuclear materials management, storage, and disposition. Its primary mission is the manufacturing of modern secondaries and processing and storage of highly enriched uranium.

Additionally, Pantex and Y-12 support several other NNSA identified missions, including nuclear nonproliferation, the Naval Reactors Program, emergency response, continuing management reform, and recapitalizing NNSA infrastructure.

## MISSION PERFORMANCE

CNS is accountable for and will be evaluated on successfully executing program work in accordance with applicable DOE/NNSA safety and security 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, CNS 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 CNS leadership to use applicable DOE contractual requirements and recognized industrial standards based on consideration of its assurance system and supporting measures, metrics, and evidence. **CNS is expected to manage in a**

**safe, secure, 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**

CNS will recommend innovative, technology/science-based, systems-engineering solutions to the most challenging problems that face the nation and the globe. CNS 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 and security contributing to mission success. In addition, DOE/NNSA expects CNS to recommend and implement innovative business and management improvement solutions that enhance effectiveness and efficiency.

### **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 CNS 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 degradation 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. CNS 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 tri-annual feedback to CNS highlighting accomplishments and/or issues. At the end of the performance evaluation period, an evaluation of CNS performance will be completed based on contractor oversight 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.

This 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. Objectives and KOs (if any) will be assessed in the aggregate to determine an adjectival performance rating for each Goal. DOE/NNSA will consider CNS end of year self-assessment report in the performance evaluation. The performance ratings will be determined in accordance with FAR 16.401(e) (3) yielding ratings of Excellent, Very Good, Good, Satisfactory, or Unsatisfactory. Goals 1 through 5 will then be considered in the aggregate to provide an overall rating and percentage of award fee earned for the contract. Goal 6 will receive a separate rating and percentage of award fee earned. 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.**

CNS 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. Any change to the PEMP requires concurrence by the appropriate program office and the NNSA Senior Procurement Executive 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).

**Goals 1 through 5**

<b>Goal</b>	<b>At Risk Award Fee</b>	<b>At Risk Award Fee Percent</b>
<b>Goal-1:</b> Mission Delivery: Nuclear Weapons	\$35,589,639	40%
<b>Goal-2:</b> Mission Delivery: Global Nuclear Security	\$8,897,410	10%
<b>Goal-3:</b> Mission Innovation: Advancing Science and, Technology	\$4,448,705	5%
<b>Goal-4:</b> Mission Enablement	\$22,243,524	25%
<b>Goal-5:</b> Mission Leadership	\$17,794,819	20%

*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 FY23 and will change slightly as actual values for various categories of work are established with FY23 budgets.*

**Goal 6**

<b>Goal</b>	<b>At Risk Award Fee</b>	<b>At Risk Award Fee Percent</b>
<b>Goal-6:</b> Site Separation*	\$23,726,426*	100%*

**\*Note:** A separate AF pool has been established for Goal 6 Site Separation in accordance with contract extension negotiations. Only Goals 1 through 5 will be considered in the aggregate to provide an overall rating and percentage of award fee earned for the contract. CNS will receive a separate rating and percentage of award fee earned for Goal 6.

## **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 Security Enterprise on stockpile modernization program scope to 1) achieve program delivery schedules; 2) lower risk to achieving military shipments; 3) improve manufacturability and supply chain execution; and 4) control costs.
  
- Objective-1.2: Execute production modernization processes and activities per expectations defined in Implementation Plans to sustain and improve production capabilities, equipment, and infrastructure for 1) War Reserve production; 2) component modernization and production; 3) strategic materials capabilities and production; and 4) improve safety margins, technology maturation strategies, and qualification, and logistics plans collaboratively across the NSE, and 5) improve modeling and analysis capabilities to accurately measure production.
  
- Objective-1.3: Execute stockpile system maintenance, production, limited-life component exchanges, weapon containers, surveillance, assessment, development studies/capability improvements, weapon program planning/support and dismantlement and disposition activities to meet DoD commitments and deliver the annual stockpile assessment.
  
- 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.

## **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 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 unilateral and multi-lateral 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 support for the Mobile Uranium Facility.

Objective-2.4: Support efforts to prevent proliferation, ensure peaceful nuclear uses, and enable verifiable nuclear reductions in order 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 unique radiological and nuclear (RN) emergency response missions, implement policies and procedures in support of RN incident response and nuclear forensics missions, and assist international partners/organizations.

### **Key Outcome(s):**

KO 2.1 Produce new low enriched Uranium-Mo castings that meet the U.S. High Performance Research Reactor (USHPRR) Project's quality metrics based on findings from a completed Process Qualification Report. Package, and stage to ship U-Mo ingots from castings completed in FY 2023 or prior, to BWXT for the USHPRR Project, in accordance with the approved baseline.

KO 2.2 Produce High Assay Low Enriched Uranium (HALEU) in accordance with the approved baseline from castings to support NA-23 HALEU customers while sustaining at all times a quantity of HALEU on hand that equals or exceeds the expected demand for the Fiscal Year.



### **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 (including SPP) and technology transfer endeavors. Effectively manage high-impact DOE Work and Plant Directed Research and Development (PDRD) 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., PDRD) with plant strategy and supports DOE/NNSA priorities particularly to improve manufacturing and production technology.
- 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 plant'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: Mission Enablement

Effectively and efficiently manage the safe and secure operations of Pantex and Y-12 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 Engineering, Environment, Safety, and 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 energy 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 at the established cost and schedule Contract Budget Baseline.
- Objective-4.3: Deliver effective, efficient, and responsive safeguards and security.
- 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.
- 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 completion 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; support provided to the NSE Workforce Recruitment Strategy; and strategic management of integrated recruiting, retention, and diversity programs.

Key Outcome(s):

- KO 4.1 Complete and submit the documentation by the end of FY 2023 Quarter 3 for the Electrorefining project CD-4.
- KO 4.2 Effectively work in coordination with the Sandia Field Office (SFO) M&O Contractor to meet the West End Protected Area Reduction (WEPAR) project Contract Budget Baseline and complete the applicable NA-70 and NA-90 projects necessary to enable the WEPAR project to achieve approved milestones.
- KO 4.3 Achieve CD-3A approval by the end of the FY 2023 Quarter 2 for the High Explosives Synthesis, Formulation, and Production (HESFP) project.
- KO 4.4 Complete the actions established in the FY 2021-23 CNS Enterprise Plan for Improving IT & Cybersecurity (EPIIC).

## **Goal-5: 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 the CNS leadership team to issues and opportunities for continuous improvement internally and across the Enterprise, and parent company involvement/commitment to the overall success of Pantex and Y-12 and the Enterprise.

### **Objectives:**

- Objective-5.1: Define and implement a realistic strategic vision for the sites, 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 institution of a Contractor Assurance System and promotion of rigorous, risk-informed, and credible self-assessment, feedback and improvement activities and cross organizational transparency, and accountability 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.
- 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: LLC Leadership take 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-resources skill sets, reaching back to parent company resources as necessary.

## Goal-6: Site Separation

Successfully execute the cost, schedule, and scope of planning and managing the separation of Y-12 and Pantex in accordance with the DOE/NNSA priorities, Work Authorizations, and Execution/Implementation Plans.

### Objectives:

Objective-6.1: Support activities necessary to prepare Pantex and Y-12 to be managed and operated independently under separate contracts, by positioning each site to function autonomously and developing a Site Separation Implementation Plan (SSIP).

Objective-6.2: Support and ensure continuity of leadership during the site separation and Charter a Governance Board to oversee leadership of critical separation activities to ensure these activities are implemented in a timely manner while avoiding negative impacts to critical mission areas.

Objective-6.3: Support all site separation deliverables.

### Key Outcome(s):

KO 6.1 Publish an SSIP that incorporates: 1) key elements of the contract merger that improved overall performance at the sites, which will be retained through transition to two separate contracts; 2) a risk management plan describing an overall approach to mitigate mission performance risk for each site during the extension and transition process; and 3) an integrated and prioritized list of items that need special attention during the site split and transition. A draft SSIP roadmap with high level milestones is due January 31, 2023. An interim SSIP, which will include additional details from the draft SSIP but will not be resource loaded, will be due on April 30, 2023. The due date for submittal of the final SSIP, which will be resource loaded, will be determined following review and approval of the interim SSIP.

KO 6.2 Establish a Key Personnel (KP) position for Site Separation Activities Manager and necessary support resources to conduct site separation activities; provide written confirmation that the four (4) required Key Personnel positions have been filled at Pantex and Y-12 by January 1, 2023; and provide an approved Governance Board charter, which identifies the scope of the Board responsibilities and the selected membership by January 31, 2023.

KO 6.3 Produce a project plan, as part of the integrated SSIP, to implement IT and cyber security separation activities, which may utilize, to the extent possible, the analysis performed by an NNSA independent directed review.

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

<p>Excellent</p>	<p>91%-100%</p>	<p>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.</p> <p><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></p>
<p>Very Good</p>	<p>76% - 90%</p>	<p>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.</p> <p><i>This performance level is evidenced by accomplishments that greatly outweigh issues. No significant issues in performance exist.</i></p>
<p>Good</p>	<p>51% - 75%</p>	<p>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.</p> <p><i>This performance level is evidenced by accomplishments that slightly outweigh issues. No significant issues in performance exist.</i></p>
<p>Satisfactory</p>	<p>No greater than 50%</p>	<p>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.</p> <p><i>This performance level is evidenced by issues that slightly outweigh accomplishments.</i></p>

Unsatisfactory	0%	<p>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.</p> <p><i>This performance level is evidenced by issues that significantly outweigh accomplishments, if any.</i></p>
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**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 beating 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 raises concerns regarding successful performance of contract requirements within scope, cost (budget), and schedule baselines or concern of negative effect on requirements or other programs, indicating a decline in performance that needs attention and improvement.