

**Fiscal Year 2009
Performance Evaluation Report**

Lawrence Livermore National Laboratory

Prepared by:

**Livermore Site Office
National Nuclear Security Administration
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**FY 2009 Performance Evaluation Report
for
Lawrence Livermore National Laboratory**

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1.0 Introduction

This report was produced by the U. S. Department of Energy (DOE) National Nuclear Security Administration (NNSA), Livermore Site Office (LSO) to provide the NNSA Fee Determining Official with an evaluation the Contractor's performance for all Performance Incentive requirements under contract DE-AC52-07NA27344. In accordance with the Section H Clause entitled "Performance-Based Management," the Contractor's performance is evaluated and rated by NNSA based on clearly defined standards of performance consisting of performance objectives and performance incentives including multi-site performance incentives and award term incentives as set forth in the Performance Evaluation Plan (PEP) on a fiscal year basis.

1.1 Evaluation Process

The Contractor's performance evaluation reflects a combination of subjective and objective ratings. The Contractor's overall performance in Mission, Operations, and Institutional Management (IM) is subjectively rated in each area using four tier adjectival ratings. The Contractor's performance is also evaluated on an objective basis (pass/fail) against individual stretch targets, and multi-site targets, and award term incentive targets.

1.2 Performance Period

The performance period is October 1, 2008 through September 30, 2009, which is the second year for the management and operation of the Lawrence Livermore National Laboratory (LLNL) by Lawrence Livermore National Security, LLC (LLNS).

2.0 Executive Summary

The Contractor achieved the following summary level ratings for the performance period:

Summary Ratings			
Type	Mission	Operations	IM
Subjective (Essential)	Outstanding	Good	Good
Eligible for Stretch	yes	yes	yes
Objective (Stretch)	96%	96%	75%
Multi-Site	14 / 15 passed		
Eligible for Award Term	Yes (4 / 5 passed)		

Because the Contractor earned an adjectival rating of good or better in Mission, Operations, and IM, it achieved the minimum subjective rating to be eligible for award term. In addition to achieving the minimum subjective rating, the Contractor successfully completed four out of the five ATI targets, satisfying the eligibility requirements for award term under the PEP and the contract.

Based on the above ratings, the Contractor is eligible to earn incentive fee as follows:

Type	Mission	Operations	IM	Total	% Earned
Essential	\$6,375,904	\$3,187,952	\$3,667,930	\$11,157,831	70%
Stretch	\$6,139,995	\$3,667,930	\$1,912,771	\$11,720,696	92%
Multi-Site	\$2,614,121			\$2,614,121	82%
Subtotal	\$15,703,851	\$6,855,882	\$3,506,747	\$25,492,648	80%
Fee Penalty *				<\$205,831>	
Earned Incentive Fee				\$25,286,817	79%
Total Available	\$15,939,759	\$10,201,446	\$5,738,313	\$31,879,518	

* Fee penalty is for the remaining salary balance for Key Personnel that left before fulfilling their 2-year commitment. Details pertaining to the calculation are available in the contract file.

2.1 Mission

The Contractor earned an overall subjective rating of “Outstanding” for Mission in FY 2009. The Mission category includes objectives in warhead certification and assessments, long-term stockpile stewardship, near-term weapons program support, nonproliferation and threat reduction, Laboratory science and technology, and facilities and infrastructure support. Notable accomplishments include:

- NIF officially dedicated before federal, state, and congressional leaders, and excellent initial experimental results,
- Special ceremony to dedicate Dawn – initial delivery of a major ASC Computing System: Sequoia,
- Eight innovative LLNL technologies received the prestigious R&D 100 Awards for this year - the most LLNL has ever won in the annual competition,
- LLNL and LANL developed and executed enhanced peer review process for QMU,
- De-inventory of SNM ahead of schedule, and
- LLNL received three Federal Laboratory Consortium (FLC) Awards for Excellence in Technology Transfer.

2.2 Operations

The Contractor earned an overall subjective rating of “Good” for Operations in FY 2009. The Operations category includes Environmental, Safety, and Health (ES&H) and Security. Notable accomplishments include:

- Positive results received from the HSS Security Inspection and the GAO Report,
- New 4-year labor agreement with Security Police Officers Association and Skilled Trade Union,
- Phase I Review of ISMS verification completed – “LLNL did an outstanding job with the Senior Management Team demonstrating strong commitment to Safety,” and
- New Institution-wide Work Control Process – effective June 1, 2009.

2.3 Institutional Management

The Contractor earned an overall subjective rating (IM) of “Good” for Institutional Management in FY 2009. The IM category includes business operations and Laboratory management/performance improvement. Notable accomplishments include:

- The annual property inventory was completed on April 30, 2009. The Laboratory located 99.92% by acquisition value and 99.81% by count,
- Substantial progress in implementing a comprehensive and integrated Contractor Assurance System (CAS), and
- Achieved full project accounting capability, which will facilitate implementation of earned value management tools for improved project management.

3.0 Essential (Subjective) Ratings

3.1 Mission

Mission Overall LLNL Rating		Outstanding
1.	Conduct warhead certification and assessment actions using the Quantification of Margins and Uncertainties (QMU) methodology.	Outstanding
2.	Develop with and implement long-term, balanced, integrated stewardship consistent with NNSA Complex Transformation goals and plans.	Outstanding
3.	Develop and implement near-term balanced weapons programs to meet the needs of the US nuclear deterrent.	Outstanding
4.	Nonproliferation and Threat Reduction.	Outstanding
5.	Science, Technology, and Engineering Excellence.	Outstanding
6.	Optimize current and evolving mission performance by providing effective and efficient facilities and infrastructure and line management accountability	Outstanding

Performance Objective 1: Certification

The Contractor has made a outstanding accomplishments in warhead assessment and certifications by utilizing QMU methodology and technical objectives related to developing predictive capabilities for stockpile assessment. An example of this milestone is successful completion of an ensemble-of model-based QMU assessment for W87 system. The Contractor's WCI organization continued to provide a significant contribution in the application of QMU across the NNSA Complex, including development of next-generation QMU methodology in FY 2009. The Contractor continued to work with LANL on enhancing the weapon related science, including adding the LLNL model for the upcoming LANL system hydrotest into the PMP and developing capabilities for LLNL peer review of a LANL LEP.

LLNL also developed more consistent physics models applicable to all LLNL-responsible weapon systems, and compared the differences between such common models and the best model approach used in previous system assessments.

Performance Objective 2: Stewardship

The Contractor's performance under this measure has been outstanding. LLNL has made significant progress in developing a more comprehensive physics-based energy balance model based on the most recent simulation results. In the area of experiments and capabilities, energy balance experiments on NIF are now ready, with drive and material characterization shots planned for July 2010 followed by data shots in August and September. LLNL continued to advance predictive capability, making significant progress in a number of areas, specifically in energy balance and boost. This is a result of improvements in computational modeling, the ability to carry out high-fidelity, 3D calculations using sophisticated Advanced Simulation and Computing (ASC) tools run on the largest ASC capability computer, and the accessibility of new experimental platforms to obtain the data necessary to validate the physics-based models. LLNL

continued development of the physics-based energy balance model relies heavily on the ASC codes to model the behavior under relevant conditions. The Sequoia Project Dawn procurement was successfully completed in FY09 and in support of codes and simulations, the energy balance model has been completed, and a baseline of UGT data for one LLNL weapon system using the legacy approach has successfully been accomplished. LLNL made excellent progress in executing the Tri-laboratory National Boost Initiative (NBI). A substantial effort is underway in experimental, theoretical, and computational areas to achieve this goal. LLNL led the process for a comprehensive paper on the modern understanding of Boost, to be submitted as a Defense Research Review (DRR) manuscript.

Performance Objective 3: Near-Term Weapons Program

The Contractor has performed outstanding work in support of the near-term balanced weapons programs to meet the needs of the US nuclear deterrent. LLNL has continued activities in support of all aspects of this objective, including work on L2 Milestones, surveillance, SFI assessments, plant support, and continuing activities on joint inter-laboratory programs. LLNL provided key support to U.S. Navy and U.S. Air Force weapon systems, including warhead project officer groups, limited life component extensions, studies, and weapon assessments. In FY 2009, LLNL issued reports for peer review work in support of the W76 LEP. Regarding this work, WCI's Directorate Review Committee report states: "The DRC was impressed by the thoroughness and technical detail of Livermore's review reports. The work seems to be genuinely complementary to Los Alamos' lead role in the W76 LEP, providing a valuable perspective on a technically demanding set of issues."

Additional accomplishments include a successful IWE Hydrotest for LANL that was completed at CFF in June, completion of W84 SS21 walkdown using new tooling, meeting PX and other PA requests in a timely manner, having no 'critical items' at PX, continued progress on the deployment of new diagnostics, CASTLE, and the B83 tooling upgrade. The Generator build for the Phoenix FFT-4 shot was completed and the experiment was executed in July. LLNL completed and released the Secondary Assessment Strategy and was also very active in support of safety and efficiency improvements at Pantex. Of particular note is the successful deployment of a software tool developed by LLNL, called the Collaborative Authorization of the Safety-Basis Total Lifecycle Environment (CASTLE). CASTLE provides a single platform to combine weapons operations information (e.g., process or operational steps in a procedure) with the safety basis control set and weapon response. It enables process designers to identify risk early in the development process, facilitates the design of tooling and process flow, and once the process is defined, enables the creation of an electronic Hazard Analysis Report.

Performance Objective 4: Non-Proliferation and Threat Reduction

The Contractor performed at an outstanding level in the area of Nonproliferation and Threat Reduction. LLNL provided outstanding support, including smooth operation of the program information/analysis database, excellent technical preparation for Special Monitoring Visit (SMV) teams, and successful completion of SMVs to four Russian facilities. LLNL has successfully managed several Global Initiatives for Proliferation Prevention (GIPP) projects. LLNL also performed exceptionally well on Nuclear Noncompliance Verification (NNV) projects. LLNL did an Outstanding job in developing teaming relationships with several other national labs in evaluating the verification regime of the CTBT, and leading in performing an

assessment of the on-site inspection regime and its state of development in the Provisional Technical Secretariat in Vienna. LLNL made significant contributions to the GTRI radiological material removal mission. Its ability to effectively manage work scope, timelines and budget enabled GTRI to meet critical performance metrics. LLNL technical contributions resulted in the successful recovery of 83 Russian RTGs in FY 2009.

Performance Objective 5: Science, Technology, and Engineering Excellence

The quality of science, technology and engineering (ST&E) in support of DOE/NNSA and other sponsor's deliverables continue to be outstanding. This is supported by LLNL's external peer review process. LLNL received numerous awards and honors and published scientific papers during FY 2009. LLNL now has a 5-year roadmap and the laboratories programs are now being aligned to support this investment strategy. Strategic partnerships with industry grew with eight new CRADAs, three equity deals, and many patent applications in 2009. The Laboratory Directed Research and Development (LDRD) program continues to be an effective investment strategy for supporting LLNL's core capabilities in ST&E and LLNL was able to demonstrate that it generated intellectual property under LDRD and transitioned LDRD investments to non-NNSA sponsors.

Issues and Concerns:

The economic situation during FY 2009 affected LLNL's ability to grow non-DOE sponsored work (Work for Others). LLNL is striving to improve its business processes while providing support to other federal agency projects/programs. The laboratory faced challenges in its recruitment and retention of top S&T talent. LLNL lost several top performers in key areas and these areas remain a concern and a top priority for this laboratory to work on for FY 2010.

Performance Objective 6: Facilities, Infrastructure, and Line Management Accountability

The Contractor performed at the outstanding level. Facility Condition Index (FCI) for RTBF Mission Critical Facilities was 3.89% at the end of FY09 which exceeded the NNSA goal of less than 5%, and the FCI for Mission Dependent/Not Critical facilities was 6.84%, which exceeded the NNSA FY 2012 goal of less than 7%. RPV of LLNL facilities increased by 9.8%. LLNL successfully executed FIRP projects and exceeded its spend rate goal of 56%. LLNL submitted the revised Ten-Year Site Plan (TYSP) attachments per NNSA guidance. Maintenance expenditures were 2.24% of the FY 2008 RPV (using burdened rates) for all LLNL facilities and higher for the enduring facilities. The Contractor demolished twenty-three (23) real property facilities amounting to 78,576 gross square feet (GSF). The total Deferred Maintenance reduction due to the demolitions equaled \$1,058K. To date, over 870,000 GSF of space has been vacated or demolished by the Contractor in support of a space consolidation effort.

The Contractor did an outstanding job in its performance of nuclear maintenance by submitting an updated MIP to LSO ahead of schedule, implementing the MIP within 90 days and successfully conducting a comprehensive joint self-assessment with LSO for verification of implementation.

Additionally, the Contractor has demonstrated excellent support of Complex Transformation. LLNL has completed the packaging of approximately 66% of Superblock's nuclear materials, 13% ahead of schedule, and continuing to execute the program transfer plan.

3.2 Operations

Operations Overall LLNL Rating		Good
7.	Maintain safe and environmentally sound operations in an efficient and effective manner in support of mission objectives.	Good
8.	Maintain secure operations in an efficient and effective manner in support of mission objectives.	Good

Performance Objective 7: ES&H

The Contractor performed at the good level in maintaining effective environment, safety, health, and quality institutional programs, and achieving operational excellence in site operations. The Contractor continued to improve several safety management programs including emergency management, industrial hygiene, occupational health, industrial safety, radiation safety, fire protection, and biological safety. In addition, the contractor maintained its outstanding work in the criticality safety program.

The contractor showed progress in implementation of the Environmental Management System, maintained compliance with environmental regulations, and met or exceeded compliance requirements in the cleanup program. The Waste Management Program made good progress supporting a TRU waste shipping campaign in December 2009 (now May 2010). However, the December 2008 reactive waste glove box incident resulted in serious curtailment of Decontamination and Waste Treatment Facility (DWTF) operations through the end of FY 2009 (and beyond) and impacted DOE regulatory agreements. The Contractor and LSO declared implementation of a DOE Order 450.1A/ISO14001 compliant EMS system. The Contractor continues to maintain environmental compliance with local, state, and federal regulations regarding air and water discharges, underground storage tank, and other permits and regulatory requirements. The Contractor also provided high quality and timely support to LSO to ensure that federal environmental responsibilities in National Environmental Policy Act, Resource Conservation and Recovery Act, National Historic Preservation Act, Endanger Species Act were met.

Issues and Concerns:

Treatment operations in the DWTF were severely curtailed due to the 12/23/2008 glovebox deflagration. In response to the incident, LLNS committed to implement a more rigorous work control process. However, implementation has been slow and LSO needed to renegotiate regulatory milestones (Federal Facility Compliance Act Site Treatment Plan). As of the end of the rating period, waste treatment operations in DWTF had not been restarted and are not expected until December 2009 or January 2010. Budget uncertainties in both FY 2008 and FY 2009 coupled with NNSA CFO direction to constrain spending resulted in the Livermore Site cleanup project shutting down treatment facilities and delaying restart. EPA elected under the terms of the

Federal Facility Act to take enforcement action for non-operation of the approved remedy. While this issue did result in DOE needing to pay penalties and to develop a restart up schedule for the facilities, these circumstances were not the fault of the contractor. Once the schedule was agreed to, LLNS exceeded expectations by starting up four more treatment facilities in FY 2009 than those required in the FFA.

Performance Objective 8: Security

The contractor maintained secure operations and demonstrated overall improvement to its security program from its status in FY 2008, performing at the good level. Improvement was particularly evident in protective force operations, information security practices, cyber security, and security program management. Security program planning activities (budgeting, Annual Implementation Plan development, and Site Safeguards and Security Plan preparation) has met or exceeded NNSA expectations and requirements.

Annual Implementation Plan (AIP) performance has been good. The Contractor submitted AIP milestone completion notices on time. LSO assessment of AIP milestone implementation revealed that the Contractor had effectively completed a high percentage of the milestones; only seven AIP milestones were determined not be completed by LSO.

LSO survey activities focused on Contractor implementation of Physical Security and Cyber Security AIP milestones, and validation of completed Corrective Action Plans (CAPs) for Findings issued by LSO and the DOE Office of Health, Safety, and Security (HSS) Office of Independent Oversight in FY 2008. The Contractor made significant progress in CAP implementation for LSO and HSS issued security findings during the evaluation period. Overall, the Contractor implemented corrective actions for security deficiencies in accordance with LSO approved corrective actions. LSO validated implementation of 49 of the Contractor's corrective action plans during the evaluation period. Improved protective force response and security system performance was observed during quarterly force on force exercises conducted during the evaluation period. The LSO Safeguards and Security Survey of the contractor resulted in an overall satisfactory rating, which was an improvement over the marginal rating in FY 2008.

In addition, HSS conducted a special follow-up review of the Contractor's security program during the period of March 23 through April 30, 2009. This was a follow-up to the FY 2008 HSS comprehensive security inspection of the Contractor, and focused on physical security, classified matter protection and control, protective force operations and program management. HSS observed significant improvement in the Contractor's security program. It also found that the Contractor had implemented the necessary actions to address previously identified issues and effectively safeguard security assets at LLNL.

Issues and Concerns:

While the Contractor made significant improvements in security program effectiveness during evaluation period, several key security findings issued by HSS and LSO remain open. Some findings pertaining to physical security systems, self assessment, protective force equipment, classified matter storage, performance testing, and cyber security remain open. Concern remains with two open findings that pertain to integrated performance testing of essential elements of the

protection strategy. Management attention is required to assure that approved CAPs for HSS and LSO findings in protective force operations, physical security, performance assurance, cyber security, and program management are effectively and durably implemented.

3.3 Institutional Management

Institutional Management Overall LLNL Rating		Good
9.	Manage business operations in an effective and efficient manner while safeguarding public assets and supporting mission objectives.	Outstanding
10.	Improve the management and performance of the Laboratory through execution of the Contractor Assurance System, Strategic Initiatives, Parent Organizations' contributions, and line management accountability	Good

Performance Objective 9: Business Operations

The Contractor did an outstanding job of managing business operations in an effective and efficient manner while safeguarding public assets and supporting mission objectives. The Contractor obtained an outstanding rating for demonstrating effective internal business controls and continuous improvement to maintain acceptable Financial Management and approved Procurement, Personal Property Management, and Legal Management Systems. For example, The Contractor has established and maintained an exemplary property system that is highly efficient and effective, and more than adequately protects the Government's interests. This assessment was based primarily on the Property Management Assessment Model (PMAM), and the results of both the property inventories conducted in FY 2009. The Contractor obtained an outstanding rating for demonstrating an effective and efficient audit organization, including the execution of all internal audit activities in accordance with the approved FY 2009 Audit Plan and approved modifications to the Plan, in spite of losing its Internal Audits Manager, and its exceptional management of ever increasing external audit activities. The Contractor obtained a good rating for maintaining a centralized Strategic Human Resources Management Department. The Contractor appointed a new Associate Director who is managing the Department's progress toward improving and creating efficiencies in executing its three challenging activities of streamlining the employment process, re-engineering the compensation service delivery model, and completion of the Plateau project plan. Additionally, the Contractor participated in numerous ad-hoc pension and workforce data requests at NNSA's request, and in the Hackett Benchmarking survey. These additional requests entailed providing extensive amounts of data, responding to questionnaires, and participating in numerous interviews and teleconferences. Finally, the Contractor obtained an outstanding rating for maintaining a media relations program and partnerships with the local community and geographic region, and for the outstanding work on the NIF Dedication and Family Days projects.

Issues and Concerns:

In FY 2010 the Contractor needs to fully execute its revised compensation program consistent with the parameters established and agreed to.

Performance Objective 10: Performance Improvement

The Contractor did a Good job of performance improvement in terms of implementing the Contractor Assurance System (CAS), strategic initiatives to increase the effectiveness and efficiency, obtaining support from parent organizations, and holding the five Principal Associated Directors accountable for programmatic and line management activities. The Contractor made substantial progress in the development and deployment of its comprehensive and integrated CAS. The Contractor completed a successful management self-assessment and developed a corrective action plan to address the associated findings. Additionally, the Contractor underwent a peer review of its CAS which found that the Contractor is implementing its basic CAS tools. The Contractor continued its cost reduction efforts which helped fund six previously unfunded priority projects. The LLNS Board of Governors and its parent organizations completed 18 Functional Management Reviews (FMR) in a wide variety of functional areas that cut across the Laboratory. Additionally, the Laboratory created a database that separately tracks all FMR findings to completion. Finally, the Contractor has continued to improve in several safety management program areas including: metrics reporting, functional self-assessments, the institutional quality assurance program, and work planning and control.

Issues and Concerns:

The Contractor has made some progress in its efforts to integrate business systems with LANS, but its inability to identify meaningful integration opportunities and to fully engage LANS has prevented it from truly realizing the potential efficiencies that are possible. The Contractor continued to experience unacceptable losses of Key Personnel and must find a way to successfully address retention, recruitment and succession planning issues. Lastly, the Contractor will need to demonstrate full implementation of ISO 14001 within all of the Principal Directorates.

4.0 Award Term Incentives

#	Description	Rating
1.	Contractor Assurance System (CAS)	Pass
2.	Stockpile Stewardship	Pass
3.	Laboratory Management- Key Personnel	Fail
4.	Security Improvements	Pass
5.	ISM Implementation	Pass

ATI 1: CAS

The Contractor fully met this award term incentive target. The award term incentive requires LLNL to conduct a Management Self-Assessment (MSA) of its Contractor Assurance System (CAS) by June 30, 2009. It also requires LLNL to develop an improvement plan, as necessary, in response to the assessment, and execute the plan on schedule. Led by a senior manager in the Director's office, LLNL completed their MSA of the CAS, and delivered the associated report to LSO on June, 29, 2009. During the 4th quarter of FY 2009, the LLNL Contractor Assurance Office finalized the plan for implementing corrective actions in response to the MSA. The Contractor Assurance Officer submitted the corrective action plan to the LLNL Deputy Director, with copies to LSO, on September 11, 2009. Corrective actions are in process and on schedule.

ATI 2: Stockpile Stewardship

The Contractor fully met this award term incentive target. It demonstrated successful, responsive stewardship of the nuclear weapons stockpile as required by this measure. This is reflected in the individual ratings of "Good" or better for all the mission related Objectives and Measures. Some examples of significant achievements include improved depth and rigor of QMU assessments, support to the NPR and CTBT efforts, support to the national boost initiative, advances in high speed computing, and accomplishments in the national ignition campaign. Significant accomplishments were made in the areas of Non-proliferation and Threat Reduction and Science, Technology, and Engineering as well. The infrastructure was well maintained and de-inventory efforts are proceeding on track.

ATI 3: Key Personnel

The Contractor failed to meet this award term incentive target. Contractor has not demonstrated significant improvements in retention, recruitment and succession planning in order to ensure effective laboratory management. Over the course of FY 2009, at least 25% of Contractor's key personnel left or were replaced. There has been some improvement in the time it is taking to fill recently vacated key positions, but two key positions remain vacant, and have been vacant for over a year. The high turnover rate and unacceptably long recruitment periods make it extremely difficult for the Contractor to fulfill its commitment of maintaining a stable, world class management team. The marginal improvements made in recruitment time does not rise to the level of "demonstration of significant improvements" required to pass this award term incentive.

ATI 4: Security Improvements

The Contractor fully met this award term incentive target. This Award Term Incentive required the contractor to demonstrate significant improvements in protective force operations, physical security, classified cyber security, protection program management, security planning, AOP implementation, and implement a robust performance assurance program. Measures include the number and severity of findings disclosed through internal and external audits and reviews. This expectation is that LLNS will fully implement in FY 2009 all of the corrective actions set for in its recovery and actions plans submitted in response to the May 2008 HSS audit as well as implement an assurance program to improve security performance in FY 2009. The Contractor made significant progress in Corrective Action Plan (CAP) implementation for HSS issued security findings during the evaluation period. It demonstrated significant improvements in protection program management, physical security, security planning, protective force operations and classified cyber security.

ATI 5: ISM Implementation

The Contractor fully met this award term incentive target. The ATI required the Contractor to obtain Phase 1 certification of its Integrated Safety Management System (ISMS) by June 30, 2009 and be fully prepared for Phase 2 certification by September 30, 2009. In support of this target, the Contractor implemented a new work control system on June 1, 2009, received approval of its ISMS Description on June 25, 2009, and met the LSO criteria for determining Phase II readiness on September 21, 2009.

Appendix A

A-1 Mission Measure Ratings

Note that rationale in support of the individual ratings is available in the PER back-up file.

Measure	Description	Rating
1	Conduct warhead certification and assessment actions using the Quantification of Margins and Uncertainties (QMU) methodology.	Outstanding
1.1	Identify and execute continuous activities necessary for supporting current and future assessments of the nuclear weapons stockpile [DSW focus]	Outstanding
1.2	Integrate trilab coordinated QMU methodologies to advance the measurement of the confidence in the performance, safety, and reliability of the nuclear weapons stockpile [SC focus + interlab coord.]	Outstanding
2	Develop and implement long-term, balanced, integrated stewardship consistent with NNSA Complex Transformation goals and plans.	Outstanding
2.1	Develop and demonstrate Science and Engineering Campaign models, experiments, and capabilities that support the needs of stockpile assessment and certification.	Outstanding
2.2	Develop and demonstrate advanced code and simulation capabilities that support the ongoing needs of stockpile assessment and certification.	Outstanding
2.3	Develop and implement collaborative strategies and complementary programs that support assessment and certification needs, including Plutonium capabilities and experiments in HED facilities.	Good
2.4	Achieve ignition in the laboratory and develop it as a scientific tool for stockpile stewardship, executing National Ignition Campaign as planned.	Outstanding
3	Develop and implement near-term balanced weapons programs to meet the needs of the US nuclear deterrent.	Outstanding
3.1	Complete programmatic deliverables as specifically described in the Defense Program Milestone Reporting Tool.	Outstanding
3.2	deliverables as specifically described in the Defense Program Milestone Reporting Tool. Meet directive schedule requirements, conduct surveillance, investigate significant findings, and provide technical support to production complex operations.	Outstanding
3.3	Execute collaborative programs and deliver commitments in jointly-issued plans, such as the National Hydrotest Plan and the Dynamic Plutonium Experiments Plan [interlab coord.]	Outstanding
4	Nonproliferation and Threat Reduction	Outstanding
4.1	Provide technical capabilities to limit or prevent the spread of materials, technology, and expertise related to weapons of mass destruction and secure inventories of surplus materials and infrastructure usable for nuclear weapons.	Outstanding
4.2	Develop and support technologies and analytical capabilities to detect, identify, dismantle and monitor proliferation and terrorist-related WMD activities.	Outstanding
4.3	Support the needs of the intelligence community by providing intelligence analysis capabilities and science and technology that improve the ability to detect and thwart proliferation and terrorism to include nuclear, biological, and chemical threats.	Outstanding
5	Science, Technology, and Engineering Excellence	Outstanding
5.1	Enhance Core science, technology, and engineering competencies and new investment strategies to support DOE's mission and emerging national needs.	Outstanding
5.2	Develop and implement an integrated and balanced strategy for investing LDRD, programmatic and institutional resources to ensure the long-term vitality of the laboratory in support of national security missions and emerging needs.	Outstanding

Measure	Description	Rating
5.3	Execute non-NNSA sponsored projects and programs that utilize the laboratory's unique expertise, capabilities, and facilities in a manner that enhances its ability to accomplish current and future national security missions, including those related to homeland defense and security.	Good
5.4	Promote technology transfer mission and support to the economic growth of our nation.	Outstanding
6	Optimize current and evolving mission performance by providing effective and efficient facilities and infrastructure and line management accountability.	Outstanding
6.1	Operate mission critical and user facilities as national capabilities.	Outstanding
6.2	Reduce the site footprint (non-process contaminated facilities) consistent with NNSA approved Complex Transformation infrastructure plans, which may include the transition of DP programmatic work from Site 300.	Outstanding
6.3	Execute the NIF Project as identified and agreed between NNSA and the Laboratories within scope, schedule, and budget.	Outstanding
6.4	Execute projects as identified and agreed between NNSA and the Laboratories within scope, schedule, and budget and improve overall project management tools and processes.	Outstanding
6.5	Support Complex Transformation including CAT I/II SNM commitments.	Outstanding
6.6	Demonstrate progress towards achieving the energy efficiency and water conservation goals and objectives contained in Executive Order 13423, the Energy Policy Act of 2005, and the goals of DOE's Transformational Energy Action Management (TEAM) initiative.	Good
6.7	The Principal Associate Directors (PADs) to demonstrate responsibility and accountability for programmatic and line management activities, including the Environmental, Safety, Health, Quality and Security	Good

A-2 Operations Measures

Note that rationale in support of the individual ratings is available in the PER back-up file.

Measure	Description	Rating
7	Maintain safe and environmentally sound operations in an efficient and effective manner in support of mission objectives.	Good
7.1	Maintain effective Environment, Safety, Health, and Quality institutional programs and achieve operational excellence in site operations (including nuclear operations, vital safety system engineering, conduct of operations, emergency management, and RAP).	Good
7.2	Maintain effective environmental programs (including environmental management and compliance, environmental restoration and waste management) and successfully implement the Environmental Management System across all laboratory programs.	Satisfactory
8	Maintain secure operations in an efficient and effective manner in support of mission objectives.	Good
8.1	Site Security planning activities effectively integrate requirements, resources, and capabilities across all topical areas.	Good
8.2	Site Security planning activities fully support DOE and NNSA planning, and oversight requirements.	Good
8.3	Meet LLNL FY09 Annual Implementation Plan (AIP) performance target milestones in the following security functional areas: Protective Forces, Physical Security Systems, Nuclear Materials Control and Accountability, Information Protection, Personnel Security Program, Cyber Security, and Program Management and Support.	Good
8.4	Protection Program Elements meet effectiveness and efficiency expectations during security contractor Self Assessment, AMS Survey, and DNS "No-Notice" Inspections. These elements include: Protective Forces, Physical Security Systems, Nuclear Materials Control and Accountability, Information Protection, Personnel Security Program, Cyber Security, and Program Management and Support	Satisfactory
8.5	Detect, deter, and mitigate foreign intelligence collection and espionage and international terrorist threats.	Outstanding

A-3 Institutional Management Measures

Note that rationale in support of the individual ratings is available in the PER back-up file.

Measure	Description	Rating
9	Manage business operations in an effective and efficient manner while safeguarding public assets and supporting mission objectives.	Outstanding
9.1	Demonstrate effective internal business controls and continuous improvement to maintain acceptable Financial Management and approved Procurement, Personal Property Management, and Legal Management systems.	Outstanding
9.2	Demonstrate an effective and efficient audit organization consistent with contractual and DOE Cooperative Audit Strategy requirements. Serve as an independent resource for conducting internal audits and assessments; providing guidance on management of risk and achievement of laboratory business objectives.	Outstanding
9.3	Maintain a centralized Strategic Human Capital Management (SHCM) department that provides leadership and infrastructure to ensure availability, development, and maintenance of workforce excellence.	Good
9.4	Maintain a proactive media relations program and beneficial partnerships with the local community.	Outstanding
10	Improve the management and performance of the Laboratory through execution of the Contractor Assurance System, Strategic Initiatives, and Parent Organizations' contributions, and line management accountability.	Good
10.1	Execute a comprehensive and integrated Contractor Assurance System (CAS) that ensures that programs and operations are managed by both line and functional managers in an effective and efficient manner and performance is continuously improved.	Good
10.2	Develop, evaluate, and implement strategic initiatives to increase the effectiveness and efficiency of Laboratory and the NWC.	Satisfactory
10.3	Support from Board of Governors and Parent Organizations to improve the performance of the Laboratory.	Satisfactory
10.4	The LLNS Director and Deputy Director hold their five Principal Associate Directors (PADs) responsible and accountable for programmatic and line management activities, including the Environment, Safety, Health, and Quality and Security performance of the institution.	Good

A-4 Stretch Targets and Results

The Performance Evaluation Plan included 28 stretch targets in Mission, 8 in Operations, and 8 in Institutional Management. The following table summarizes the status of the stretch targets in each performance area:

Target Status	Mission	Operations	Institutional Management
Pass	26	7.67	6
Fail	1	0.33	2
Total	27	8	8
% Passed	96%	96%	75%

Completion status for Each of the Stretch Incentive Fee Targets is set forth as follows in Mission, Operations, and Institutional Management. Completion of the targets was validated by the assigned LSO SME, Assistant Manager, and approved by the Contracting Officer as documented on the individual Target Completion Forms, which are available in the PER back-up file.

Mission

Target	Description	Status
Target 1.1.2	Develop an enhanced peer review process for at least one existing AAR system. Measures include: 1) a documented process identifying specific assessments, 2) data needs, analyses, and schedule; and 3) demonstration of approach for folding independent assessments into AAR process. The expectation is that this will result in a more robust peer review and address NAS and JASONS feedback on the peer review process.	Pass
Target 1.1.3	Enhance the scientific rigor and incorporation of QMU into the annual stockpile assessment process. Measures include: 1) joint/independent core punch hydrotest predictions with LANL; and 2) the development and documentation of the means to quantify core punch hydrotests, and comparisons between calculations and experiments. The expectation is that this will result in a more robust peer review and address JASONS feedback on the peer review process.	Pass
Target 1.2.3	Develop and incorporate results in Cycle 14 Annual Assessment Review from ensemble of models approach for determining margin (M) and uncertainties (U) for important potential failure mode for a second LLNL weapon system.	Pass
Target 1.2.4	Enhance the LLNL NEP System Performance Confidence Database by including safety during all phases of weapons life from assembly through dismantlement. Measures include updating the database to include: 1) Safety Basis Assessments for PX operations as required, and 2) Safety basis assessments for Over-The-Road transportation scenarios. The expectation is that consolidation of all key systems assessments into one location will expand the functionality of the database for assessing deficiencies and future assessments.	Pass

Target	Description	Status
Target 2.1.3	Deliver modern energy balance assessments using physics-based model in ASC-code-system for representative US stockpile systems. Measures include: 1) delivery of energy balance model in LLNL code system; 2) validation of a specific model with HED experiments; 3) application of energy balance model with LLNL code system on at least 2 weapon systems in FY09. The expectation is that LLNL's efforts will support the national Predictive Capability Framework (PCF) strategy.	Pass
Target 2.2.3	Establish R&D partnership with Sequoia vendor for scaling weapons' applications. Measures include: defining the weapons-related applications and metrics to be used and establishing the baseline of performance for the applications (all on the Sequoia Initial Delivery System technology). The expectation is that work will provide an early foundation for the major code development efforts that will be needed in 2011-2015 to achieve the requisite scaling on Sequoia hardware.	Pass
Target 2.3.2	Deliver enhancements to the planned scope in the National Boost Initiative. Measures include: 1) improved NBI physics models for safety, 2) demonstration of the concept for experiments and 3) execution of DPE deliverables. The expectation is that efforts in the NBI will be broadened to include issues relevant to an understanding of Boost as it relates to safety and surety calculations, and sufficient knowledge of behavior will be obtained to enable planning for NIF experiments.	Pass
Target 2.3.3	Apply LLNL weapon expertise to national security challenges. Measures include: 1) working on a new nuclear counter-terrorism problem or challenge that will include using the new Scalable Units installed in B117 to perform a 3-D calculation of a device; and 2) demonstration of efforts to grow WFO. The expectation is that a 3-D calculation of a device will be initiated, and efforts will be made to broaden the base of funding to include other sponsors.	Pass
Target 2.4.6	At least 10% of NIC Execution Plan (level 0, 1, & 2) FY 2009 milestones are completed more than 30 days ahead of schedule.	Pass
Target 2.4.7	Cumulative NIC earned value Schedule Performance Index and Cost Performance Index for NIC are each at least 0.95 at the end of FY 2009.	Pass
Target 2.4.8	The total recordable case rate for LLNL NIC-related activities does not exceed 2.5 during FY 2009.	Pass
Target 2.4.9	Distribute a revised draft NIF Governance Plan based on participant feedback by the end of FY 2009	Pass
Target 2.4.10	Conduct the first set of ignition target tuning experiments by end of FY 2009	Pass
Target 3.2.5	Use improved planning to successfully resolve SFIs ahead of baseline schedule. Measures include completing 50% of SFIs ahead of schedule. The expectation is that an improved process will support the goal of resolving SFIs within 1 year after receiving necessary information.	Pass
Target 3.2.6	Support the Production Agency Strategic Initiatives to help improve and streamline operations. Measures include Production Agency (PA) assessments of LLNL's support. The expectations are reduced costs and/or exceeding PCD requirements.	Pass

Target	Description	Status
Target 3.3.4	Provide facility-free options to national hydrotest strategy. Measures include: 1) progress on facility-free technical projects; 2) documentation; and 3) presentations to NNSA. The expectation is that conducting facility-free R&D will provide input to key decisions regarding the future state of NWC hydrotest facilities and will broaden available options, including those of cost-avoidance.	Pass
Target 4.1.3	Through teaming w/ other DOE/NNSA laboratories develop nonproliferation proposals (white papers) for discussion with &/ or implementation to support NA-20 Assistant Deputy Administrators. This includes support for international treaties.	Pass
Target 5.2.2	By the end of FY09, demonstrate that at least five LLNS LDRD projects have been developed into projects funded by non-NNSA sponsors or industrial partners, or resulted in significant collaborations with academia or other national laboratories.	Pass
Target 5.2.3	Demonstrate the efficacy of LDRD investments in the development of new intellectual property by producing at least five new inventions/patents derived from LDRD projects.	Pass
Target 5.3.2	Increase non-NNSA work (includes WFO, DOE non-NNSA- SC, IN, NE etc.) by \$450M in seven years: \$20M in FY09 = 50% credit, \$38.5M = 100% credit	Fail
Target 5.4.2	Implement the following additional metrics to demonstrate IPO success: (1) increase number of patent applications filed; (2) publish two strategic publications; (3) present LLNL IP and capabilities at two meetings/symposia; (4) Develop and propose one equity deal with a LLNL licensee setup; (5) execute one agreement support EFACT; and (6) develop business plans for commercialization of five LLNL developed technologies. At least 5 of 6 must be met.	Pass
Target 6.1.4	As discussed in the LLNL Multi-year Strategy for Performance Improvement, expand predictive maintenance activities and improve preventative maintenance through implementation of a professional Reliability Centered Maintenance (RCM) program at LLNL.	Pass
Target 6.3.3	Complete the NIF Project in accordance with its approved scope and schedule baseline, and with a \$1M or greater combination of unallocated contingency and positive cost variance at the time of CD-4 approval. Approved for completion on 5/18/09.	Pass
Target 6.3.4	Total recordable case rate for NIF project-related activities does not exceed 2.0 through CD-4. Approved for completion on 5/18/09.	Pass
Target 6.3.5	The final project completion report is submitted to the Federal Project Director within six months of CD-4.	Pass
Target 6.4.1	Develop a Project Controls System Architecture that reflects an enterprise capable solution, parent company best practice, and, supports institutional performance reporting.	Pass
Target 6.6.3	Exceed the annual energy use intensity reduction goals of 3% and the annual water reduction goals of 2% referenced in EO13423 by the end of FY 2009.	Pass

Operations

Target 7.1.8	Complete and implement performance year deliverables in accordance with the LSO-approved action plans for the following emergency management multi-year initiatives: (1) Adopt California's Standardized Emergency Management System and integrate, where applicable, with the National Incident Management System; and (2) Accelerate replacement of antiquated paging systems with a single, code-compliant paging system that achieves a 25% increase over last year's building and/or population totals that have been upgraded with and/or addressed by, respectively, the new paging system.	Pass
Target 7.1.9	For the Fire Protection Program, repair/correct legacy facility (code) deficiencies. Decrease backlog deficiencies or existing equivalencies/exemptions by more than 15% of the "total cost" to repair/correct the deficiencies.	Pass
Target 7.1.11	Develop a documented process based on best practices in applicable bio-safety guidelines that ensures that when researchers leave LLNL, or when bio-research activities are terminated, that bio-materials are dispositioned per LLNL requirements, work control documentation (e.g., IBC applications, IWS) is updated accordingly, and documented verification of proper close-out is performed through field inspection. This documented process is to be submitted for LSO review and approval by 2/15/09. Implementation will begin within 30 days of LSO approval. Approved for completion on 5/6/09.	Pass
Target 7.1.12	Improve the LLNL radiation protection program by upgrading a minimum of 10% of the hand-held equipment (based on a protocol of 10-year replacement frequency) and implement a backup dosimetry capability.	Pass
Target 7.1.13	LLNL will complete a six sigma review of its safety basis development process (i.e., DSA/TSR annual update and safety basis modifications), will implement the recommendations from this review, and will demonstrate improvements by September 30, 2009. Before starting this review, LLNL should submit the scope of the review to LSO.	Pass
Target 7.2.5	By 9/30/09, develop and execute a TRU waste disposition plan. Measures include: 1) shipping of non-mixed TRU oversized boxes to an approved disposal facility that were assayed below TRU; 2) completing disposition path of mixed TRU oversized boxes that were assayed below TRU; and 3) beginning Real Time Radiography of existing population of TRU waste drums. The expectation is that this will meet new disposition requirements. Forwarded PEP change request on 7/7/09.	2/3 credit
Target 7.2.6	Restart 1 treatment facility listed in the Federal Facility Agreement not currently scheduled for restart in FY09 by the end of FY09 = 25% credit. Restart each additional treatment facility listed in the Federal Facilities Agreement not currently scheduled for restart in FY09 by the end of FY09 = an additional 25% credit. A maximum of 100% can be achieved for four restarted treatment facilities in FY09 that are not scheduled for restart in FY09.	Pass

Target 8.3.2	Develop a process for, and initiate destruction of, Classified Removable Electronic Media (CREM) no longer required for classified processing. Forwarded PEP completion request for approval on 5/29/09.	Pass
Institutional Management		
Target 9.1.7	By September 15, 2009, Supply Chain Management will execute an institutional Asset Management System to identify, control, track, and dispose/reutilize explosives including ammunition. Establish baseline inventory; assess vitality of current data bases; identify gaps current and optimal systems; enhance systems to meet requirements; and develop institutional asset management policy.	Pass
Target 9.1.8	By January 30, 2009, Supply Chain Management will develop an institutional definition of information technology products to be managed, controlled and accountable under the Asset Management System. By August 31, 2009 establish baseline inventory; assess vitality of current databases of each, identify gaps current and optimal systems; enhance systems to meet requirements; and develop institutional asset management policy.	Pass
Target 9.3.1	Fully execute a NNSA acceptable compensation program by July 1, 2009 for use in the employees performance period July 1, 2009 to June 30, 2010 for all career indefinite employees that consists of all the following elements: 1) identifies roles, responsibilities, and pay ranges for all LLNL jobs including managers and individual contributors; 2) makes pay-linked distinctions internally between LLNL jobs, including distinctions within management jobs and within individual contributor jobs; 3) sets pay for LLNL jobs based on surveys of similar jobs in the relevant market including local market by occupation; 4) establishes the objective and mechanisms for paying each LLNL job consistent with pay in the market on average for that job's responsibility level and occupation; 5) incorporates for key personnel, other management personnel, and other employees, as appropriate a variable (non-base) pay as an integral compensation component to enhance incentives for LLNL employee performance and promote cost control; and 6) links the pay of individual LLNL employees with their job performance.	Fail
Target 10.1.4	Undergo a peer review of the LLNL CAS by 9/30/09.	Pass
Target 10.2.2	Partner with LANS and identify at least three new business system development areas by 11/17/2008. Assess the feasibility the identified new business system development areas by 5/15/2009. Provide in writing by 8/28/2009 the results and recommendations from the feasibility assessment for going forward into FY 2010.	Pass

Target 10.2.3	<p>Reduce Laboratory support costs by \$150M by the end of FY 2012. FY 2009 target is completion by 9/30/2009 defined outcomes for the unfunded priority activity listing below with an estimated value of \$1.5M and the estimate value of \$36M for the unfunded priority activities for Multisite target 2.1. Multisite target 2.1 will evaluate the unfunded priority activity outcomes defined under Multisite target 2.1. The total estimated value (PEP 10.2.3 and Multisite 2.1) will be applied toward reducing the \$150M. Outcomes for the estimated value of \$1.5M are defined by unfunded priority activity category as follows:</p> <p>NAPs Requirements:</p> <ul style="list-style-type: none"> • Deliver LLNL standard configuration for Windows, Mac and Linux desktops that can accept standard configurations and remove from the network those desktops that cannot accept the standard configurations. • Deploy the Classified Configuration Management Database (CCMDB) on the classified network with connections to required unclassified data sources (e.g., Sunflower, people) • Implement Active Directory (AD) on the classified network <p>L/Q Random Drug Testing. Complete random drug testing on 30% of the L/Q population.</p> <p>HSPD-12 Controls. Issue new federal credentials to all cleared Laboratory employees and applicable subcontractor personnel by 5/30/2009.</p> <p>Random Counterintelligence Polygraphs Contract with PNNL for polygraph services by April 30, 2009. Complete polygraphs for covered employees through a NNSA determined random pool.</p>	Fail
Target 10.3.2	<p>Provide database containing disposition of recommendations from all parent reviews/assessments done in FY 2008.</p> <p>Implement/execute a minimum of 30% of recommendations that provide for demonstrable improvements to Laboratory processes and practices.</p>	Pass
Target 10.4.5	<p>By 9/30/09, demonstrate progress from the previous year on the following site-wide environmental goals established by LLNS in the Environmental Management System in support of DOE/NNSA goals (reference DOE O 450.1A):</p> <ul style="list-style-type: none"> • reduce or eliminate the generation of newly generated waste by 5% from the previous year; • reduce or eliminate the acquisition, use and release of toxic and hazardous chemicals and materials by 5% from the previous year; • maximize the acquisition and use of environmentally preferable products in the conduct of operations and management of facilities; • reduce or eliminate the environmental impacts of electronic assets; and, • reduce degradation and depletion of environmental resources through post-consumer material recycling. 	Pass

A-5 Multi-Site Targets

Based on the NA-10 letter dated October 28, 2009, all of the multi-site targets were successfully completed with the exception of 3.1. The available multi-site fee of \$3,187,952 was reduced by \$573,831 based on the complex-wide failure to complete target 3.1.

Multi-Site	Multi-Site Target	Status
1 Stockpile	1.1. Achieve the W76-1 LEP scheduled deliveries to the U.S. Navy. (DSW)	Pass
	1.2. Complete the B61-7/11 Alteration 357 LEP program Pantex builds by DEC08. (DSW)	Pass
	1.3. Perform B61 LEP Phase 6.2/2A study to include completion of Requirements Development/ Analysis Stage. (DSW)	Pass
	1.5. Deliver limited life components and alteration kits to the Department of Defense and complete all scheduled surveillance activities per authorized program management documents, i.e., PCDs and MNS Volume III. (DSW).	Pass
2 Accelerate Complex Transformation	2.1. Successfully complete NNSA-approved priority activities in support of Complex/Enterprise Transformation. Activities will be transformational in nature both in direct and indirect, not currently budgeted, and funded through contractor efficiencies.	Pass
	2.2. Promote the development and implementation of world-class supply chain attributes of the Supply Chain Management Center (SCMC) and purchasing organizations on a Complex-wide basis with substantial participation and collaboration from all sites. Reduce the cost of product/service commodities, increase the efficiency of the NNSA-Complex supply chain, and improve the site- the quality and retention of the NNSA-Complex contractor wide integration of SCMC tools and processes. Enhance acquisition workforce.	Pass
	2.3. Complete shipments of SNM for the Hanford de-inventory and remove 8 metric tons of SNM from NNSA sites to proper storage facilities between 10/1/08 and 9/30/09.	Pass

Multi-Site	Multi-Site Target	Status
	<p>2.4. Implement Elements from NNSA developed Multi-Site Information Technology (IT) Strategic Plan. Specifically complete the following:</p> <ul style="list-style-type: none"> • Develop 2010 – 2016 Multi-Site IT targets • Develop and communicate an integrated IT/Cyber roadmap to strengthen integration between IT and Cyber Security • Define a IT services framework for the nuclear weapons complex • Complete cross-complex comparison of IT costs and identify best practices and potential cost reductions • Develop complex-wide information sharing environment implementation plan • Develop a real-time or near real-time out-of-band incident and response network which can support unclassified incident management complex-wide (NNSA CIO) 	Pass
3 Science	<p>3.1. Replace empirical parameters. Complete a cumulative 50% progress in replacing key empirical parameters in the nuclear explosive package assessment and simulation codes improved physical data and physics-based models. Demonstrate progress by completion of agreed upon level 2 milestones in FY 2009. (Science)</p>	Fail
	<p>3.2. Prepare an integrated program of work at the NTS which prioritizes all of the diagnostic development and capability maintenance independent of the particular laboratory or specific subprogram being supported. (Science)</p>	Pass
	<p>3.3. Complete the National Ignition Facility Construction Project on schedule by March 2009 and conduct the first stewardship relevant experiment. (ICF)</p>	Pass
	<p>3.4. Demonstrate all of the components of an advanced initiation system that when integrated would provide a new level of safety for future weapon firing-systems with the goal of removing any exception to the Major Assembly Release (MAR). (Engineering)</p>	Pass
	<p>3.5 Demonstrate an advanced power-supply system (proto-typical) for future stockpile applications. (Engineering)</p>	Pass
	<p>3.6. Deliver a validated suite of Advanced Simulation & Computing (ASC) models & databases that can be applied to National Technical Nuclear Forensics (NTNF) activities, debris signature modeling and other nuclear security applications. (ASC)</p>	Pass

A-6 Acronyms Used in This Report

CI	Counterintelligence
DBT	Design Basis Threat
DHS	Department of Homeland Security
DOE	U. S. Department of Energy
DWTF	Decontamination/Waste Treatment Facility (DWTF)
ETCU	Engineering Technology Complex Upgrade
FIRP	Facility and Infrastructure Recapitalization Program
HED	High Energy Density
ISM	Integrated Safety Management
ISSM	Integrated Safeguards and Security Management
IWAP	Integrated Weapons Activity Plan
LANL	Los Alamos National Laboratory
LLNL	Lawrence Livermore National Laboratory
LSO	Livermore Site Office
MC&A	Material Control and Accountability
NIF	National Ignition Facility
NNSA	National Nuclear Security Administration
NTS	Nevada Test Site
PISA	Potential Inadequacies to the Safety Analysis
QMU	Quantification of Margins and Uncertainties
RHWM	Radioactive and Hazardous waste management
RRW	Reliable Replacement Warhead
RTBF	Readiness in Technical Base and Facilities
SAFE	Security Awareness for Employees
SCIF	Sensitive Compartmented Information Facility
SECON	Security Condition
SEMI	Safety and Emergency Preparedness Inspection
SFI	Significant Finding Investigation
SNM	Special Nuclear Material
TSF	Terascale Simulation Facility
TSR	Technical Safety Requirements
TYCSP	Ten Year Comprehensive Site Plan
UC	University of California
USQ	Unreviewed Safety Question