

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES	
				1 1	
2. AMENDMENT/MODIFICATION NO.		3. EFFECTIVE DATE		4. REQUISITION/PURCHASE REQ. NO.	
602		See Block 16C		10SC000898	
6. ISSUED BY		CODE		5. PROJECT NO. (If applicable)	
		00520		7. ADMINISTERED BY (If other than Item 6)	
U.S. Department of Energy Office of Science, SLAC Site Office 2575 Sand Hill Road, MS-8A Bldg. 41, Rm. 114 Menlo Park, CA 94025				CODE 00520	
				Office of Science, Stanford Site U.S. Department of Energy Office of Science, Stanford Site 2575 Sand Hill Road, MS-8A Bldg. 41, Rm. 118 Menlo Park CA 94025	
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)		(x)		9A. AMENDMENT OF SOLICITATION NO.	
LELAND STANFORD JUNIOR UNIVERSITY, THE Attn: Meredith O'Connor 340 Panama Street STANFORD CA 943054100				9B. DATED (SEE ITEM 11)	
		x		10A. MODIFICATION OF CONTRACT/ORDER NO. DE-AC02-76SF00 515	
				10B. DATED (SEE ITEM 11)	
CODE 009214214		FACILITY CODE		01/25/1981	

## 11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

- ☐ The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers ☐ is extended, ☐ is not extended.  
Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning \_\_\_\_\_ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

## 12. ACCOUNTING AND APPROPRIATION DATA (If required)

See Schedule

## 13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
	D. OTHER (Specify type of modification and authority)
X	H.021, "Standards of Contracting Performance Evaluation"

E. IMPORTANT: Contractor ☐ is not, ☒ is required to sign this document and return 2 copies to the issuing office.

## 14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)


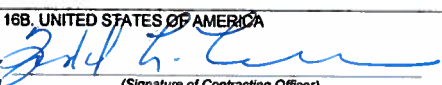
Subj to Retent: N

The purpose of this modification is to incorporate the FY2010 Contractor Performance Evaluation and Measurement Plan (PEMP) in the contract.

Period of Performance: 10/1/2009 to 11/30/2009

FOB: Destination

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)	
Meredith O'Connor Senior Contract Officer Office of Sponsored Research		Tyndal L. Lindler	
15B. CONTRACTING OFFICER'S SIGNATURE		16B. UNITED STATES OF AMERICA	
			
15C. DATE SIGNED		16C. DATE SIGNED	
11/24/09		11/25/09	
(Signature of person authorized to sign)		(Signature of Contracting Officer)	

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U.S. DEPARTMENT OF  
**ENERGY**

Office of  
Science

**FY 2010**

**Contractor Performance Evaluation and  
Measurement Plan**

**for**

***Management and Operations of the  
SLAC National Accelerator Laboratory***

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## INTRODUCTION

This document, the Performance Evaluation and Measurement Plan (PEMP), primarily serves as DOE's Quality Assurance/Surveillance Plan (QASP) for the evaluation of *Stanford University* (hereafter referred to as "the Contractor") performance regarding the management and operations of the *SLAC National Accelerator Laboratory* (hereafter referred to as "the Laboratory") for the evaluation period from October 1, 2009, through September 30, 2010. The performance evaluation provides a standard by which to determine whether the Contractor is managerially and operationally in control of the Laboratory and is meeting the mission requirement and performance expectations/objectives of the Department as stipulated within this contract.

The Performance Goals (hereafter referred to as Goals), Performance Objectives (hereafter referred to as Objectives) and set of Notable Outcomes (Performance Measures/Targets) discussed herein were developed in accordance with contract expectations set forth within the contract. The Notable Outcomes for meeting the Objectives set forth within this plan have been developed in coordination with HQ program offices as appropriate. Except as otherwise provided for within the contract, the evaluation will rest solely on the Contractor's performance within the Performance Goals and Objectives set forth within this plan.

The overall performance against each Objective of this performance plan, to include the evaluation of Notable Outcomes, shall be evaluated jointly by the appropriate HQ office, major customer and/or the SLAC Site Office as appropriate. This cooperative review methodology will ensure that the overall evaluation of the Contractor results in a consolidated DOE position taking into account specific Notable Outcomes as well as all additional information available to the evaluating office. The Site Office shall work closely with each HQ program office or major customer throughout the year in evaluating the Contractor's performance and will provide observations regarding programs and projects as well as other management and operation activities conducted by the Contractor throughout the year.

Section I provides information on how the performance rating (grade) for the Contractor will be determined.

Section II provides the detailed information concerning each Goal, their corresponding Objectives, and Notable Outcomes identified, along with the weightings assigned to each Goal and Objective and a table for calculating the final grade for each Goal.

## I. DETERMINING THE CONTRACTOR'S PERFORMANCE RATING

The FY 2010 Contractor performance grades for each Goal will be determined based on the weighted sum of the individual scores earned for each of the Objectives described within this document for Science and Technology and for Management and Operations. No overall rollup grade will be provided. The rollup of the performance of each Goal will then be utilized to determine the Contractor numerical grade for Science and Technology and Management and Operations (see Table A below). Each Goal is composed of two or more weighted Objectives and each Objective has set definitions and/or Notable Outcomes, which are linked to an Objective or set of Objectives to assist the reviewer in determining the Contractor's overall performance in meeting an Objective(s). Where utilized each of the Notable Outcomes highlight key aspects/areas of performance deserving special attention for the upcoming fiscal year and are utilized as a means of determining the Contractor's success in meeting the Objective along with other performance information available to the evaluating office from other sources to include, but not limited to, operational awareness (daily oversight) activities; "For Cause" reviews (if any); other outside agency reviews (OIG, GAO, DCAA, etc.), and the annual 2-week review (if needed). The following describes the methodology for determining the Contractor's grade for each Goal:

### Performance Evaluation Methodology:

The purpose of this section is to establish a methodology to develop grading at the Objective Level. Each Objective within a Goal shall be assigned a grade and corresponding numerical grade by the evaluating office. Each evaluation will measure the degree of effectiveness and performance of the Contractor in meeting the corresponding Objectives based on all performance information available to the evaluating office.

It is the DOE's expectation that the Contractor provides for and maintains management and operational (M&O) systems that efficiently and effectively support the current mission(s) of the Laboratory and assure the Laboratory's ability to deliver against DOE's future needs. In evaluating the Contractor's performance DOE shall assess the degree of effectiveness and performance in meeting each of the Objectives provided under each of the Goals. For the five M&O Goals DOE will rely on a combination of the information through the Contractor's own assurance systems, the ability of the Contractor to demonstrate the validity of this information, and DOE's own independent assessment of the Contractor's performance across the spectrum of its responsibilities. The latter might include, but is not limited to operational awareness (daily oversight) activities; formal assessments conducted; "For Cause" reviews (if any); and other outside agency reviews (OIG, GAO, DCAA, etc.).

The mission of the Laboratory is to deliver the science and technology needed to support Departmental missions and other sponsor's needs. Operational performance at the Laboratory meets DOE's expectations (defined as the grade of B+) for each Objective if the Contractor is performing at a level that fully supports the Laboratory's current and future science and technology mission(s). Performance that has, or has the potential to, 1) adversely impact the delivery of the current and/or future DOE/Laboratory mission(s), 2) adversely impact the DOE and or the Laboratory's reputation, or 3) does not provide the competent people, necessary facilities and robust systems necessary to ensure sustainable performance, shall be graded below expectations as defined in Figure I-1 below.

The Department sets our expectations high, and expects performance at that level to optimize the efficient and effective operation of the Laboratory. Thus, the Department does not expect routine Contractor performance above expectations against the M&O Goals (4.0 – 8.0). Performance that might merit grades above B+ would need to reflect a Contractor's unexpectedly strong improvement in a particular area, significant contributions to the management and operations at the system of Laboratories, or recognition by external, independent entities as exemplary performance.

This year, a set of Notable Outcomes have been identified under each Goal to highlight the Contractor key aspects/areas of performance deserving special attention for the upcoming fiscal year. Each Notable Outcome is linked to one or more Objectives, and failure to meet expectations against any Notable Outcome will result in a grade less than B+ for that Objective(s). Performance above expectations against a Notable Outcome will be considered in the context of the Contractor's entire performance with respect to the relevant Objective.

Definitions for the grading scale for the Goal 4.0 – 8.0 Objectives are provided in Figure I-1, below:

Letter Grade	Numerical Grade	Definition
A+	4.3-4.1	Significantly exceeds expectations of performance against all aspects of the Objective in question. The Contractor's systems function at a level that fully supports the Laboratory's current and future science and technology mission(s). Performance is notable for its significant contributions to the management and operations across the SC system of laboratories, and/or has been recognized by external, independent entities as exemplary.
A	4.0-3.8	Notably exceeds expectations of performance against all aspects of the Objective in question. The Contractor's systems function at a level that fully supports the Laboratory's current and future science and technology mission(s). Performance is notable for its contributions to the management and operations across the SC system of laboratories, and/or as been recognized by external, independent entities as exemplary.
A-	3.7-3.5	Exceeds expectations of performance against all aspects of the Objective in question. The Contractor's systems function at a level that fully supports the Laboratory's current and future science and technology mission(s).
B+	3.4-3.1	Meets expectations of performance against all aspects of the Objective in question. The Contractor's systems function at a level that fully supports the Laboratory's current and future science and technology mission(s). No performance has, or has the potential to, adversely impact 1) the delivery of the current and/or future DOE/Laboratory mission(s), 2) the DOE and/or the Laboratory's reputation, or does not 3) provide a

Letter Grade	Numerical Grade	Definition
		sustainable performance platform.
B	3.0 -2.8	Just misses meeting expectations of performance against a few aspects of the Objective in question. In a few minor instances, the Contractor's systems function at a level that does not fully support the Laboratory's current and future science and technology mission, or provide a sustainable performance platform.
B-	2.7-2.5	Misses meeting expectations of performance against several aspects of the Objective in question. In several areas, the Contractor's systems function at a level that does not fully support the Laboratory's current and future science and technology mission, or provide a sustainable performance platform.
C+	2.4-2.1	Misses meeting expectations of performance against many aspects of the Objective in question. In several notable areas, the Contractor's systems function at a level that does not fully support the Laboratory's current and future science and technology mission or provide a sustainable performance platform, and/or have affected the reputation of the Laboratory or DOE.
C	2.0-1.8	Significantly misses meeting expectations of performance against many aspects of the Objective in question. In many notable areas, the Contractor's systems do not support the Laboratory's current and future science and technology mission, nor provide a sustainable performance platform and may affect the reputation of the Laboratory or DOE.
C-	1.7- 1.1	Significantly misses meeting expectations of performance against most aspects of the Objective in question. In many notable areas, the Contractor's systems demonstrably hinder the Laboratory's ability to deliver on current and future science and technology mission, and have harmed the reputation of the Laboratory or DOE.
D	1.0-0.8	Most or all expectations of performance against the Objective in question are missed. Performance failures in this area have affected all parts of the Laboratory; DOE leadership engagement is required to deal with the situation and help the Contractor.
F	0.7-0	All expectations of performance against the Objective in question are missed. Performance failures in this area are not recoverable by the Contractor or DOE.

**Figure I-1. Letter Grade and Numerical Grade Definitions**

Calculating Individual Goal Scores and Letter Grades:

Each Objective is assigned the earned numerical grade by the evaluating office as stated above. The Goal rating is then computed by multiplying the numerical grade by the weight of each Objective within a Goal. These values are then added together to develop an overall numerical grade for each Goal. For the purpose of determining the final Goal grade, the raw numerical grade for each Goal will be rounded to the nearest tenth of a point utilizing the standard rounding convention discussed below and then compared to Table B. A set of tables is provided at the end of each Performance Goal section of this document to assist in the calculation of Objective numerical grades to the Goal grade. Utilizing the raw numerical grade for each Goal within Table A, below, the grades for each of the Science and Technology (S&T) Goals and Management and Operations (M&O) Goals are then multiplied by the weight assigned and these are summed to provide an overall raw numerical grade for each.



As stated above the raw numerical grade from each calculation shall be carried through to the next stage of the calculation process. A standard rounding convention of x.44 and less rounds down to the nearest tenth (here, x.4), while x.45 and greater rounds up to the nearest tenth (here, x.50).

S&T Performance Goal	Numerical Grade	Letter Grade	Weight <sup>1</sup>	Weighted Score	Total Score
1.0 Mission Accomplishment			TBD%		
2.0 Construction and Operations of User Research Facilities and Equipment			TBD%		
3.0 Science and Technology Research Project/Program Management			TBD%		
<b>Total Score</b>					
M&O Performance Goal	Numerical Grade	Letter Grade	Weight	Weighted Score	Total Score
4.0 Leadership and Stewardship of the Laboratory			25%		
5.0 Integrated Safety, Health, and Environmental Protection			25%		
6.0 Business Systems			25%		
7.0 Operating, Maintaining, and Renewing Facility and Infrastructure Portfolio			15%		
8.0 Integrated Safeguards and Security Management and Emergency Management Systems			10%		
<b>Total Score</b>					

**Table A. FY 2010 Contractor Evaluation Numerical Grade Calculation**

Final Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F
Total Score	4.3-4.1	4.0-3.8	3.7-3.5	3.4-3.1	3.0-2.8	2.7-2.5	2.4-2.1	2.0-1.8	1.7-1.1	1.0-0.8	0.7-0

**Table B. FY 2010 Contractor Letter Grade Scale**

<sup>1</sup> The final weights to be utilized for determining the overall S&T score will be determined following the end of the performance period and will be based on actual Budget Authority for FY 2010.



Adjustment to the Letter Grade Determination:

The lack of performance objectives and measures in this plan do not diminish the need to comply with minimum contractual requirements. Although the performance-based Goals and their corresponding Objectives shall be the primary means utilized in determining the Contractor's performance grade, the Contracting Officer may unilaterally adjust the rating based on the Contractor's performance against all contract requirements as set forth in the Prime Contract. Data to support rating adjustments may be derived from other sources to include, but not limited to, operational awareness (daily oversight) activities; "For Cause" reviews (if any); and other outside agency reviews (OIG, GAO, DCAA, etc.), and the annual 2-week review (if needed).

The final Contractor performance-based grade for each Goal will be contained within a year-end report, documenting the results from the DOE review. The report will identify areas where performance improvement is necessary and, if required, provide the basis for any performance-based rating adjustments made from the otherwise earned rating based on Performance Goal achievements.

## **II. PERFORMANCE GOALS, OBJECTIVES & PERFORMANCE MEASURES**

### **Background**

The current performance-based management approach to oversight within DOE has established a new culture within the Department with emphasis on the customer-supplier partnership between DOE and the laboratory contractors. It has also placed a greater focus on mission performance, best business practices, cost management, and improved contractor accountability. Under the performance-based management system the DOE provides clear direction to the laboratories and develops annual performance plans (such as this one) to assess the contractors performance in meeting that direction in accordance with contract requirements. The DOE policy for implementing performance-based management includes the following guiding principles:

- Performance objectives are established in partnership with affected organizations and are directly aligned to the DOE strategic goals;
- Resource decisions and budget requests are tied to results; and
- Results are used for management information, establishing accountability, and driving long-term improvements.

The performance-based approach focuses the evaluation of the Contractor's performance against these Performance Goals. Progress against these Goals is measured through the use of a set of Objectives. The success of each Objective will be measured based on a set of Notable Outcomes, both objective and subjective, that are to focus primarily on end-results or impact and not on processes or activities. Notable Outcomes provide specific evidence of performance, and collectively, they provide the body of evidence that indicates performance relative to the corresponding Objectives. On occasion however, it may be necessary to include a process/activity-oriented measure when there is a need for the Contractor to develop a system or process that does not currently exist but will be of significant importance to the DOE and the Laboratory when completed or that lead to the desired outcome/result.

### **Performance Goals, Objectives, and Notable Outcomes**

The following sections describe the Performance Goals, their supporting Objectives, and associated Notable Outcomes for FY 2010.

**GOAL 1.0 Provide for Efficient and Effective Mission Accomplishment**

**The Contractor produces high-quality, original, and creative results that advance science and technology; demonstrates sustained scientific progress and impact; receives appropriate external recognition of accomplishments; and contributes to overall research and development goals of the Department and its customers.**

The weight of this Goal is TBD

This Goal measures the overall effectiveness and performance of the Contractor in delivering science and technology results which contribute to and enhance the DOE's mission of protecting our national and economic security by providing world-class scientific research capacity and advancing scientific knowledge by supporting world-class, peer-reviewed scientific results, which are recognized by others.

Each Objective within this Goal is to be assigned the appropriate numerical score by the DOE HQ Office of Science's (SC) Program Offices as identified below. The overall Goal score from each HQ Program Office is computed by multiplying numerical scores earned by the weight of each Objective, and summing them (see Table 1.1). Weightings for each office listed below are preliminary, based upon requested FY 2010 Budget Authority figures, and are provided for informational purposes only. The final weights to be utilized for determining weighted scores will be determined following the end of the performance period and will be based on actual Budget Authority for FY 2010.

- Office of Basic Energy Sciences (BES) 64%
- Office of Biological and Environmental Research (BER) 2%
- Office of High Energy Sciences (HEP) 28%
- Office of Fusion Energy Sciences (FES) 6%
- Office of Workforce Development for Teachers and Scientists (WDTS) <1%

The overall performance score and grade for this Goal will be determined by multiplying the overall score assigned by each of the offices identified above by the weightings identified for each and then summing them (see Table 1.2). The overall score earned is then compared to Table 1.3 to determine the overall letter grade for this Goal. Individual Program Office weightings for each of the Objectives identified below are provided within Table 1.1. The Contractor's success in meeting each Objective shall be determined based on the Contractor's performance as viewed by the Office of Science Program Offices for which the Laboratory conducts work. Should one or more of the HQ Program Offices choose not to provide an evaluation for this Goal and its corresponding Objectives the weighting for the remaining HQ Program Offices shall be recalculated based on their percentage of BA for FY 2010 as compared to the total BA for those remaining HQ Program Offices.

**1.1 Science and Technology Results Provide Meaningful Impact on the Field**

In determining the performance of the Objective the DOE evaluator(s) shall consider the following as measured through progress reports, peer reviews, Field Work Proposals (FWPs), Program Office reviews/oversight, etc.:

- The impact of publications on the field;
- Publication in journals outside the field indicating broad impact;
- Impact on DOE or other customer mission(s);
- Successful stewardship of mission-relevant research areas;
- Significant awards (R&D 100, FLC, Nobel Prizes, etc.);
- Invited talks, citations, making high-quality data available to the scientific community; and

- Development of tools and techniques that become standards or widely-used in the scientific community.

Grade	Performance
<b>A to A+</b>	Changes the way the research community thinks about a particular field; resolves critical questions and thus moves research areas forward; results generate huge interest/enthusiasm in the field.
<b>B+</b>	Impacts the community as expected. Strong peer review comments in all relevant areas.
<b>B</b>	Not strong peer review comments in at least one significant research area.
<b>C</b>	One research area just not working out. Peer review reveals that a program isn't going anywhere.
<b>D</b>	Failure of multiple program elements.
<b>F</b>	Gross scientific incompetence and/or scientific fraud.

## 1.2 Provide Quality Leadership in Science and Technology

In determining the performance of the Objective the DOE evaluator(s) shall consider the following as measured by progress reports, peer reviews, Program Office reviews/oversight, etc.:

- Willingness to pursue novel approaches and/or demonstration of innovative solutions to problems;
- Willingness to take on high-risk/high payoff/long-term research problems, evidence that the Contractor "guessed right" in that previous risky decisions proved to be correct and are paying off;
- The uniqueness and challenge of science pursued, recognition for doing the best work in the field;
- Extent of collaborative efforts, quality of the scientists attracted and maintained at the Laboratory;
- Staff members visible in leadership position in the scientific community; and
- Effectiveness in driving the direction and setting the priorities of the community in a research field.

Grade	Performance
<b>A to A+</b>	Laboratory staffs lead Academy or equivalent panels; laboratory's work changes the direction of research fields; world-class scientists are attracted to the laboratory, lab is trend-setter in a field.
<b>B+</b>	Strong research performer in most areas; staff asked to speak to Academy or equivalent panels to discuss further research directions; lab is center for high-quality research and attracts full cadre of researchers; some aspects of programs are world-class.
<b>B</b>	Strong research performer in many areas; staff asked to speak to Academy or equivalent panels to discuss further research directions; few aspects of programs are world-class.
<b>C</b>	Working on problems no longer at the forefront of science; stale research; evolutionary, not revolutionary.
<b>D</b>	Failure of multiple program elements.
<b>F</b>	Gross scientific incompetence and/or scientific fraud.

### 1.3 Provide and Sustain Outputs That Advance Program Objectives & Goals

In determining the performance of the Objective the DOE evaluator(s) shall consider the following as measured through defined project products, progress reports, statements of work, program management plans, Program Office and/or other reviews/oversights, etc.:

- The quantity and quality of program/project (e.g., technical reports, policy papers, prototype demonstrations, tasks, etc) output(s) be it policy, R&D or implementation programs;
- The number of publications in peer-reviewed journals; and
- Demonstrated progress against peer reviewed recommendations, headquarters guidance, etc.

Grade	Performance
<b>A to A+</b>	Program offices, clients, end-users, independent experts and/or peers laud work results; output(s) exceeds the amount and/or quality typically expected for an excellent body of work.
<b>B+</b>	Program office, client, end-user, independent expert and/or peer reviews are universally positive; output(s) meet the amount and/or quality typically expected for the body of work; work demonstrates progress against review recommendations and/or headquarters guidance.
<b>B</b>	Program office, client, end-user, independent expert and/or peer reviews are largely positive, with only a few minor deficiencies and/or slightly negative responses noted; minor deficiencies and/or negative responses have little to no potential to adversely impact the overall program/project.
<b>C</b>	A number of outputs have not met the amount and/or quality typically expected for the body of work; program office, client, end-user, independent expert and/or peer reviews identify a number of deficiencies and although they may be somewhat offset by other positive performance, they have the potential to negatively impact the overall project/project if not corrected.
<b>D</b>	Most outputs have not met the amount and/or quality typically expected for the body of work; program office, client, end-user, independent expert and/or peer reviews identify significant deficiencies which have negatively impacted the overall program/project.
<b>F</b>	All outputs have not met the amount and/or quality typically expected for the body of work; program office, client, end-user, independent expert and/or peer reviews identify significant deficiencies which have significantly impacted and/or damaged the overall program/project.

### 1.4 Provide for Effective Delivery of Products

In determining the performance of the Objective the DOE evaluator(s) shall consider the following as measures through progress reports, peer-reviews; Field Work Proposals (FWP's), Program Office reviews/oversight, etc.:

- Efficiency and effectiveness in meeting goals/milestones documented within FWP's and/or other such documents;
- Efficiency and effectiveness in delivering on promises, and/or getting instruments to work as promised; and
- Efficiency and effectiveness in transmitting results to the community and/or responding to DOE or other customer guidance.

Grade	Performance
<b>A to A +</b>	Program/project goals and/or milestones are met well ahead of schedule and/or well under budget; program/project and/or mission objective(s) are fully met and results anticipate HQ guidance.
<b>B+</b>	Program/project goals and/or milestones are primarily met on schedule and within budget; program/project and/or mission objective(s) are fully met and are fully responsive to HQ guidance.
<b>B</b>	Most program/project goals and/or milestones are met on schedule and within budget; overall program/project and/or mission objective(s) are met, minor delays, overruns and/or deficiencies are minimized and/or have little to no adverse impact on the overall program/project.
<b>C</b>	A number of and/or key program/project goals and/or milestones are not met within the scheduled timeframe(s) (e.g. less than 6 months behind) and/or with the agreed upon budget (e.g., less than 15% over); overall program/project and/or mission objective(s) have not been met or have the potential to be missed; delays overruns and/or deficiencies are identified which have the potential to adversely impact the overall program/project if not corrected.
<b>D</b>	Most of and/or key program/project goals and/or milestones are not met within the scheduled timeframe(s) (e.g. more than 6 months behind) and/or within the agreed upon budget (e.g., less than 25% over); overall program/project and/or mission objective(s) have not been met or have the potential to be missed; sizeable delays, overruns and/or deficiencies are identified which have negatively impacted the overall program/project.
<b>F</b>	All and/or key program/project goals and/or milestones are not met within the scheduled timeframe(s) (e.g., more than 9 months behind) and/or within the agreed upon budget (e.g., greater than 25% over); overall program/project and mission objective(s) have not been met; significant delays, overruns, and/or deficiencies are identified which have negatively impacted the overall program/project.

Science Program Office <sup>2</sup>	Letter Grade	Numerical Score	Weight	Weighted Score	Overall Score
<b>Office of Basic Energy Sciences</b>					
1.1 Impact			45%		
1.2 Leadership			30%		
1.3 Output			15%		
1.4 Delivery			10%		
Overall BES Total					
<b>Office of Biological and Environmental Research</b>					
1.1 Impact			30%		
1.2 Leadership			20%		
1.3 Output			20%		
1.4 Delivery			30%		
Overall BER Total					
<b>Office of High Energy Physics</b>					
1.1 Impact			30%		
1.2 Leadership			30%		
1.3 Output			20%		
1.4 Delivery			20%		
Overall HEP Total					
<b>Office of Fusion Energy Sciences</b>					
1.1 Impact			25%		
1.2 Leadership			25%		
1.3 Output			25%		
1.4 Delivery			25%		

<sup>2</sup> A complete listing of the S&T Goals & Objectives weightings for the SC Programs is provided within Attachment I to this plan.

Overall FES Total					
<b>Office of Workforce Development for Teachers and Scientists</b>					
1.1 Impact			25%		
1.2 Leadership			30%		
1.3 Output			30%		
1.4 Delivery			15%		
Overall WFD Total					

Table 1.1-1.0 Program Office Performance Goal Score Development

Science Program Office	Letter Grade	Numerical Score	Funding Weight (BA)	Weighted Score	Overall Weighted Score
Office of Basic Energy Sciences			64%		
Office of Biological and Environmental Research			2%		
Office of High Energy Physics			28%		
Office of Fusion Energy Sciences			6%		
Office of Workforce Development for Teachers and Scientists			<1%		
Performance Goal 1.0 Total					

Table 1.2 Overall Performance Goal Score Development<sup>3</sup>

Final Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F
<b>Total Score</b>	<b>4.3-4.1</b>	<b>4.0-3.8</b>	<b>3.7-3.5</b>	<b>3.4-3.1</b>	<b>3.0-2.8</b>	<b>2.7-2.5</b>	<b>2.4-2.1</b>	<b>2.0-1.8</b>	<b>1.7-1.1</b>	<b>1.0-0.8</b>	<b>0.7-0</b>

Table 1.3 – 1.0 Goal Final Letter Grade

<sup>3</sup> Weightings for each Customer listed within Table 1.2 are preliminary, based upon requested FY 2010 Budget Authority figures, and are provided for informational purposes only. The final weights to be utilized for determining weighted scores will be determined following the end of the performance period and will be based on actual Budget Authority for FY2010.

**GOAL 2.0 Provide for Efficient and Effective Design, Fabrication, Construction and Operations of Research Facilities**

**The Contractor provides effective and efficient strategic planning; fabrication, construction and/or operations of Laboratory research facilities; and are responsive to the user community.**

The weight of this Goal is TBD

This Goal shall measure the overall effectiveness and performance of the Contractor in planning for and delivering leading-edge research facilities to ensure the required capabilities are present to meet today's and tomorrow's complex challenges. It also measures the Contractor's innovative operational and programmatic means for implementation of systems that ensures the availability, reliability, and efficiency of facilities; and the appropriate balance between R&D and user support.

Each Objective within this Goal is to be assigned the appropriate numerical score by the DOE HQ Office of Science's (SC), other cognizant HQ Program Offices, and other customers as identified below. The overall Goal score from each HQ Program Office and/or customer is computed by multiplying numerical scores earned by the weight of each Objective, and summing them (see Table 2.1). Weightings for each office listed below are preliminary, based upon requested FY 2010 Budget Authority figures, and are provided here for informational purposes only. Final weights to be utilized for determining weighted scores will be determined following the end of the performance period and will be based on actual Budget Authority for FY 2010.

- Office of Basic Energy Sciences (BES) 93%
- Office of Biological and Environmental Research (BER) <1%
- Office of High Energy Sciences (HEP) 7%

The overall performance score and grade for this Goal will be determined by multiplying the overall score assigned by each of the offices identified above the weightings identified for each and then summing them (see Table 2.2). The overall score earned is then compared to Table 2.3 to determine the overall letter grade for this Goal. Individual Program Office weightings for each of the Objectives identified below are provided within Table 2.1. The Contractor's success in meeting each Objective shall be determined based on the Contractor's performance as viewed by DOE HQ Office of Science's (SC) Program Offices for which the Laboratory conducts work. Should one or more of the HQ Program Offices choose not to provide an evaluation for this Goal and its corresponding Objectives the weighting for the remaining HQ Program Offices shall be recalculated based on their percentage of BA for FY 2010 as compared to the total BA for those remaining HQ Program Offices.

**2.1 Provide Effective Facility Design(s) as Required to Support Laboratory Programs (i.e., activities leading up to CD-2)**

In determining the performance of the Objective the DOE evaluator(s) shall consider the following as measured by scientific/technical workshops developing pre conceptual R&D, progress reports, Lehman reviews, Program/Staff Office reviews/oversight, etc.:

- Effectiveness of planning of preconceptual R&D and design for life-cycle efficiency;
- Leverage of existing facilities at the site;
- Delivery of accurate and timely information required to carry out the critical decision and budget formulation process; and
- Ability to meet the intent of DOE Order 413.3, Program and Project Management for the Acquisition of Capital Assets.



Grade	Performance
<b>A to A+</b>	In addition to meeting all measures under B <sup>+</sup> , the laboratory is recognized by the research community as the leader for making the science case for the acquisition; Takes the initiative to demonstrate the potential for revolutionary scientific advancement. Identifies, analyzes and champions novel approaches for acquiring the new capability, including leveraging or extending the capability of existing facilities and financing. Proposed approaches are widely regarded as innovative, novel, comprehensive, and potentially cost-effective. Reviews repeatedly confirm potential for scientific discovery in areas that support the Department's mission, and potential to change a discipline or research area's direction.
<b>B+</b>	Provides the overall vision for the acquisition. Displays leadership and commitment to achieving the vision within preliminary estimates that are defensible and credible in terms of cost, schedule and performance; develops quality analyses, preliminary designs, and related documentation to support the approval of the mission need (CD-0), the alternative selection and cost range (CD-1) and the performance baseline (CD-2). Solves problems and addresses issues. Keeps DOE apprised of the status, near-term plans and the resolution of problems on a regular basis. Anticipates emerging issues that could impact plans and takes the initiative to inform DOE of possible consequences.
<b>B</b>	Fails to meet expectations in one of the areas listed under B <sup>+</sup> .
<b>C</b>	The laboratory team develops the required analyses and documentation in a timely manner. However, inputs are mundane and lack innovation and commitment to the vision of the acquisition.
<b>D</b>	The potential exists for credible science and business cases to be made for the acquisition, but the laboratory fails to take advantage of the opportunity.
<b>F</b>	Proposed approaches are based on fraudulent assumptions; the science case is weak to non-existent, the business case is seriously flawed.

## 2.2 Provide for the Effective and Efficient Construction of Facilities and/or Fabrication of Components (execution phase, post CD-2 to CD-4)

In determining the performance of the Objective the DOE evaluator(s) shall consider the following as measured through progress reports, Lehman reviews, Program/Staff Office reviews/oversight, etc.:

- Adherence to DOE Order 413.3 Project Management for the Acquisition of Capital Assets;
- Successful fabrication of facility components
- Effectiveness in meeting construction schedule and budget; and
- Quality of key staff overseeing the project(s).

Grade	Performance
<b>A to A+</b>	Laboratory has identified and implemented practices that would allow the project scope to be increased if such were desirable, without impact on baseline cost or schedule; Laboratory always provides exemplary project status reports on time to DOE and takes the initiative to communicate emerging problems or issues. There is high confidence throughout the execution phase that the project will meet its cost/schedule performance baseline; Reviews identify environment, safety and health practices to be exemplary.
<b>B+</b>	The project meets CD-2 performance measures; the laboratory provides sustained leadership and commitment to environment, safety and health; reviews regularly recognize the laboratory for being proactive in the management of the execution phase of the project; to a large extent, problems are identified and corrected by the laboratory with little, or no impact on scope, cost or schedule; DOE is kept informed of project status on a regular basis; reviews regularly indicate project is expected to meet its cost/schedule performance baseline.
<b>B</b>	The project fails to meet expectations in one of the areas listed under B+.
<b>C</b>	Reviews indicate project remains at risk of breaching its cost/schedule performance baseline; Laboratory commitment to environment, safety and health issues is adequate; Reports to DOE can vary in degree of completeness; Laboratory commitment to the project appears to be subsiding.
<b>D</b>	Reviews indicate project is likely to breach its cost/schedule performance baseline; and/or Laboratory commitment to environment, safety and health issues is inadequate; reports to DOE are largely incomplete; laboratory commitment to the project has subsided.
<b>F</b>	Laboratory falsifies data during project execution phase; shows disdain for executing the project within minimal standards for environment, safety or health, fails to keep DOE informed of project status; reviews regularly indicate that the project is expected to breach its cost/schedule performance baseline.

### 2.3 Provide Efficient and Effective Operation of Facilities

In determining the performance of the Objective the DOE evaluator(s) shall consider the following as measured through progress reports, peer reviews, Program/Staff Office reviews/oversight, performance against benchmarks, Approved Financial Plan (AFP), etc.:

- Availability, reliability, and efficiency of facility(ies);
- Degree the facility is optimally arranged to support community;
- Whether R&D is conducted to develop/expand the capabilities of the facility(ies);
- Effectiveness in balancing resources between facility R&D and user support; and
- Quality of the process used to allocate facility time to users.

Grade	Performance
<b>A to A+</b>	Performance of the facility exceeds expectations as defined before the start of the year in any of these categories: cost of operations, users served, availability, beam delivery, or luminosity, and this performance can be directly attributed to the efforts of the laboratory; and /or: the schedule and the costs associated with the ramp-up to steady state operations are less than planned and are acknowledged to be 'leadership caliber' by reviews; Data on ES&H continues to be exemplary and widely regarded as among the 'best in class'.
<b>B+</b>	Performance of the facility meets expectations as defined before the start of the year in all of these categories: cost of operations, users served, availability, beam delivery, or luminosity, and this performance can be directly attributed to the efforts of the laboratory; and /or: the schedule and the costs associated with the ramp-up to steady state operations occur as planned; Data on ES&H continues to be very good as compared with other projects in the DOE.

<b>B</b>	The project fails to meet expectations in one of the areas listed under B+.
<b>C</b>	Performance of the facility fails to meet expectations in several of the areas listed under B+; for example, the cost of operations is unexpectedly high and availability of the facility is unexpectedly low, the number of users is unexpectedly low, beam delivery or luminosity is well below expectations. The facility operates at steady state, on cost and on schedule, but the reliability of performance is somewhat below planned values, <u>or</u> the facility operates at steady state, but the associated schedule and costs exceed planned values. Commitment to ES&H is satisfactory.
<b>D</b>	Performance of the facility fails to meet expectations in many of the areas listed under B+; for example, the cost of operations is unexpectedly high and availability of the facility is unexpectedly low. The facility operates somewhat below steady state, on cost and on schedule, and the reliability performance is somewhat below planned values, <u>or</u> the facility operates at steady state, but the schedule and costs associated exceed planned values. Commitment to ES&H is satisfactory.
<b>F</b>	The facility fails to operate; the facility operates well below steady state <b>and/or</b> the reliability of the performance is well below planned values.

#### 2.4 Utilization of Facility to Grow and Support Lab's Research Base and External User Community

In determining the performance of the Objective the DOE evaluator(s) shall consider the following as measured through peer reviews, participation in international design teams, Program/Staff Office reviews/oversight, etc.:

- The facility is being used to perform influential science;
- Contractor's efforts to take full advantage of the facility to strengthen the Laboratory's research base;
- Conversely the facility is strengthened by a resident research community that pushes the envelope of what the facility can do and/or are among the scientific leaders of the community;
- Contractor's ability to appropriately balance access by internal and external user communities; and
- There is a healthy program of outreach to the scientific community.

Grade	Performance
<b>A to A+</b>	Reviews document how multiple disciplines are using the facility in new and novel ways that the facility is being used to pursue influential science, that full advantage has been taken of the facility to enhance external user access, and strengthen the laboratory's research base. A healthy outreach programs is in place.
<b>B<sup>+</sup></b>	Reviews state strong and effective team approach exists toward establishing large external and internal user community; that the facility is being used for influential science; the laboratory is capitalizing on existence of facility to grow internal scientific capabilities. A healthy outreach programs is in place.
<b>B</b>	Reviews state that lab is establishing an external and internal user community, but laboratory is still not capitalizing fully on existence of facility to grow internal capabilities and/or reach out to external users.
<b>C</b>	Reviews state that the laboratory has made satisfactory use of the facility, but has not demonstrated much innovation.
<b>D</b>	Few facility users, with none using it in novel ways; research base is very thin.
<b>F</b>	Laboratory does not know how to operate/use its own facility adequately.

#### Office of Science Notable Outcomes

BES: Provide management leadership in planning for future light source (Objective 2.1)

**FES:** Complete the conceptual designs of the Matter in Extreme Conditions (MEC) project and achieve approval of Critical Decision 1 in FY2010, thus enabling timely start of construction for the device and start of experimentation by FY-13. (Objective 2.1)

**BES:** Provide management leadership and oversight to ensure the successful operation of LCLS as a scientific user facility with high scientific impact. (Objective 2.3)

Science Program Office <sup>4</sup>	Letter Grade	Numerical Score	Weight	Weighted Score	Overall Score
<b>Office of Basic Energy Sciences</b>					
2.1 Provide Effective Facility Design(s)			15%		
2.2 Provide for the Effective and Efficient Construction of Facilities and/or Fabrication of Components			45%		
2.3 Provide Efficient and Effective Operation of Facilities			30%		
2.4 Effective Utilization of Facility to Grow and Support the Laboratory's Research Base			10%		
Overall BES Total					
<b>Office of Biological and Environmental Research</b>					
2.1 Provide Effective Facility Design(s)			0%		
2.2 Provide for the Effective and Efficient Construction of Facilities and/or Fabrication of Components			0%		
2.3 Provide Efficient and Effective Operation of Facilities			90%		
2.4 Effective Utilization of Facility to Grow and Support the Laboratory's Research Base			10%		
Overall BER Total					
<b>Office of High Energy Physics</b>					
2.1 Provide Effective Facility Design(s)			40%		
2.2 Provide for the Effective and Efficient Construction of Facilities and/or Fabrication of Components			30%		
2.3 Provide Efficient and Effective Operation of Facilities			30%		
2.4 Effective Utilization of Facility to Grow and Support the Laboratory's Research Base			0%		
Overall HEP Total					
<b>Office of Fusion Energy Sciences</b>					
2.1 Provide Effective Facility Design(s)			80%		
2.2 Provide for the Effective and Efficient Construction of Facilities and/or Fabrication of Components			20%		
2.3 Provide Efficient and Effective Operation of Facilities			0%		
2.4 Effective Utilization of Facility to Grow and Support the Laboratory's Research Base			0%		
Overall FES Total					

**Table 2.1 – 2.0 Program Office Performance Goal Score Development**

<sup>4</sup> A complete listing of S&T Goals & Objectives weightings for the SC Programs is provided within Attachment I to this plan.

Science Program Office	Letter Grade	Numerical Score	Funding Weight (BA)	Weighted Score	Overall Weighted Score
Office of Basic Energy Sciences			93%		
Office of Biological and Environmental Research			<1%		
Office of High Energy Physics			7%		
Overall Program Office Total					

Table 2.2 – Overall Performance Goal Score Development<sup>5</sup>

Final Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F
Total Score	4.3-4.1	4.0-3.8	3.7-3.5	3.4-3.1	3.0-2.8	2.7-2.5	2.4-2.1	2.0-1.8	1.7-1.1	1.0-0.8	0.7-0

Table 2.3 – 2.0 Goal Final Letter

<sup>5</sup> Weightings for each Customer listed within Table 2.2 are preliminary, based upon requested FY 2010 Budget Authority figures, and are provided for informational purposes only. The final weights to be utilized for determining weighted scores will be determined following the end of the performance period and will be based on actual Budget Authority for FY2010.

**GOAL 3.0 Provide Effective and Efficient Science and Technology Program Management**

**The Contractor provides effective program vision and leadership; strategic planning and development of initiatives; recruits and retains a quality scientific workforce; and provides outstanding research processes, which improve research productivity.**

The weight of this Goal is TBD

This Goal shall measure the Contractor's overall management in executing S&T programs. Dimensions of program management covered include: 1) providing key competencies to support research programs to include key staffing requirements; 2) providing quality research plans that take into account technical risks, identify actions to mitigate risks; and 3) maintaining effective communications with customers to include providing quality responses to customer needs.

Each Objective within this Goal is to be assigned the appropriate numerical score by the Office of Science, Program Offices as identified below. The overall Goal score from each HQ Program Office is computed by multiplying numerical scores earned by the weight of each Objective, and summing them (see Table 3.1). Weightings for each office listed below are preliminary, based upon requested FY 2010 Budget Authority figures, and are provided here for informational purposes only. The final weights to be utilized for determining weighted scores will be determined following the end of the performance period and will be based on actual Budget Authority for FY 2010.

- Office of Basic Energy Sciences (BES) 64%
- Office of Biological and Environmental Research (BER) 2%
- Office of High Energy Sciences (HEP) 28%
- Office of Fusion Energy Sciences (FES) 6%
- Office of Workforce Development for Teachers and Scientists (WDTS) <1%

The overall performance score and grade for this Goal will be determined by multiplying the overall score assigned by each of the offices identified above by the weightings identified for each and then summing them (see Table 3.2). The overall score earned is then compared to Table 3.3 to determine the overall letter grade for this Goal. Individual Program Office weightings for each of the Objectives identified below are provided within Table 3.1. The Contractor's success in meeting each Objective shall be determined based on the Contractor's performance as viewed by the Office of Science Program Offices for which the Laboratory conducts work. Should one or more of the HQ Program Offices choose not to provide an evaluation for this Goal and its corresponding Objectives the weighting for the remaining HQ Program Offices shall be recalculated based on their percentage of BA for FY 2010 as compared to the total BA for those remaining HQ Program Offices.

**3.1 Provide Effective and Efficient Stewardship of Scientific Capabilities and Program Vision**

In determining the performance of the Objective the DOE evaluator(s) shall consider the following as measured by peer reviews, existence and quality of strategic plans as determined by SC and scientific community review, Program Office reviews/oversight, etc.:

- Efficiency and Effectiveness of joint planning (e.g., workshops) with outside community;
- Articulation of scientific vision;
- Development of core competencies, ideas for new facilities and research programs; and
- Ability to attract and retain highly qualified staff.

Grade	Performance
A to A+	Providing strong programmatic vision that extends past the laboratory and for which the lab is a recognized leader within SC and in the broader research communities; development and maintenance of outstanding core competencies, including achieving superior scientific excellence in both exploratory, high-risk research and research that is vital to the DOE/SC missions; attraction and retention of world-



	leading scientists; recognition within the community as a world leader in the field.
<b>B+</b>	Coherent programmatic vision within the laboratory with input from and output to external research communities; development and maintenance of strong core competencies that are cognizant of the need for both high-risk research and stewardship for mission-critical research; attracting and retaining scientific staff who are very talented in all programs.
<b>B</b>	Programmatic vision that is only partially coherent and not entirely well connected with external communities; development and maintenance of some, but not all core competencies with attention to, but not always the correct balance between, high-risk and mission-critical research; attraction and retention of scientific staff who talented in most programs.
<b>C</b>	Failure to achieve a coherent programmatic vision with little or no connection with external communities; partial development and maintenance of core competencies (i.e., some are neglected) with imbalance between high-risk and mission-critical research; attracting only mediocre scientists while losing the most talented ones.
<b>D</b>	Minimal attempt to achieve programmatic vision; little ability to develop any core competencies with a complete lack of high-risk research and ignorance of mission-critical areas; minimal success in attracting even reasonably talented scientists.
<b>F</b>	No attempt made to achieve programmatic vision; no demonstrated ability to develop any core competencies with a complete lack of high-risk research and ignorance of mission-critical areas; failure to attract even reasonably talented scientists.

### 3.2 Provide Effective and Efficient Science and Technology Project/Program Planning and Management

In determining the performance of the Objective the DOE evaluator(s) shall consider the following as measured by peer reviews, existence and quality of strategic plans as determined by SC and scientific community review, Program Office and scientific community review/oversight, etc.:

- Quality of R&D and user facility strategic plans;
- Adequacy in considering technical risks;
- Success in identifying/avoiding technical problems;
- Effectiveness in leveraging (synergy with) other areas of research; and
- Demonstration of willingness to make tough decisions (i.e., cut programs with sub-critical mass of expertise, divert resources to more promising areas, etc.).

<b>Grade</b>	<b>Performance</b>
<b>A to A+</b>	Research plans are proactive, not reactive, as evidenced by making hard decisions and taking strong actions; plans are robust against budget fluctuations – multiple contingencies planned for; new initiatives are proposed and funded through reallocation of resources from less effective programs; plans are updated regularly to reflect changing scientific and fiscal conditions; plans include ways to reduce risk, duration of programs.
<b>B+</b>	Plans are reviewed by experts outside of lab management and/or include broadly-based input from within the laboratory; research plans exist for all program areas; plans are consistent with known budgets and well-aligned with DOE interests; work follows the plan.
<b>B</b>	Research plans exist for all program areas; work follows the plan.
<b>C</b>	Research plans exist for most program areas; work does not always follow the plan.
<b>D</b>	Plans do not exist for a significant fraction of the lab's program areas, or significant work is conducted outside those plans.
<b>F</b>	No planning is done.

### 3.3 Provide Efficient and Effective Communications and Responsiveness to Customer Needs

In determining the performance of the Objective the DOE evaluator(s) shall consider the following as measured through Program Office reviews/oversight, etc.:

- The quality, accuracy and timeliness of response to customer requests for information;
- The extent to which the Contractor keeps the customer informed of both positive and negative events at the Laboratory so that the customer can deal effectively with both internal & external constituencies; and
- The ease of determining the appropriate contact (who is on-point for what).

Grade	Performance
<b>A to A+</b>	Communication channels are well-defined and information is effectively conveyed; important or critical information is delivered in real-time; responses to HQ requests for information from laboratory representatives are prompt, thorough, correct and succinct; laboratory representatives <i>always</i> initiate a communication with HQ on emerging issues there are no surprises.
<b>B<sup>+</sup></b>	Good communication is valued by all staff throughout the contractor organization; responses to requests for information are thorough and are provided in a timely manner; the integrity of the information provided is never in doubt
<b>B</b>	Evidence of good communications is noted throughout the contractor organization and responses to requests for information provide the minimum requirements to meet HQ needs; with the exception of a few minor instances HQ is alerted to emerging issues.
<b>C</b>	Laboratory representatives recognize the value of sound communication with HQ to the mission of the laboratory. However, laboratory management fails to demonstrate that its employees are held accountable for ensuring effective communication and responsiveness; laboratory representatives do not take the initiative to alert HQ to emerging issues.
<b>D</b>	Communications from the laboratory are well-intentioned but generally incompetent; the laboratory management does not understand the importance of effective communication and responsiveness to the mission of the laboratory.
<b>F</b>	Contractor representatives are openly hostile and/or non-responsive – emails and phone calls are consistently ignored; communications typically do not address the request; information provided can be incorrect, inaccurate or fraudulent – information is not organized, is incomplete, or is fabricated.

#### Office of Science Notable Outcomes

HEP: The laboratory will make progress defining the scope of their non-accelerator-based research efforts to align with the scientific missions of the HEP program, and the scientific priorities in this area of research, as elucidated by HEPAP. (Objective 3.1, 3.2)

BES: Effective management of SIMES and PULSE to meet BES standards for scientific focus and integration. (Objective 3.2)

Science Program Office <sup>6</sup>	Letter Grade	Numerical Score	Weight	Weighted Score	Overall Score
<b>Office of Basic Energy Sciences</b>					
3.1 Effective and Efficient Stewardship			40%		
3.2 Project/Program Planning and Management			30%		
3.3 Communications and Responsiveness			30%		
Overall BER Total					
<b>Office of Biological and Environmental Research</b>					
3.1 Effective and Efficient Stewardship			20%		
3.2 Project/Program Planning and Management			30%		
3.3 Communications and Responsiveness			50%		
Overall BES Total					
<b>Office of High Energy Physics</b>					
3.1 Effective and Efficient Stewardship			40%		
3.2 Project/Program Planning and Management			40%		
3.3 Communications and Responsiveness			20%		
Overall HEP Total					
<b>Office of Fusion Energy Sciences</b>					
3.1 Effective and Efficient Stewardship			0%		
3.2 Project/Program Planning and Management			50%		
3.3 Communication and Responsiveness			50%		
Overall BES Total					
<b>Office of Workforce Development for Teachers and Scientists</b>					
3.1 Effective and Efficient Stewardship			20%		
3.2 Project/Program Planning and Management			40%		
3.3 Communications and Responsiveness			40%		
Overall WDTs Total					

Table 3.1 – 3.0 Program Office Performance Goal Score Development

Science Program Office	Letter Grade	Numerical Score	Funding Weight (BA)	Weighted Score	Overall Weighted Score
<b>Office of Advanced Scientific Research</b>			64%		
<b>Office of Basic Energy Sciences</b>			2%		
<b>Office of Biological and Environmental Research</b>			28%		
<b>Office of High Energy Physics</b>			6%		
<b>Office of Workforce Development for Teachers and Scientists</b>			<1%		
Overall Program Office Total					

<sup>6</sup> A complete listing of the S&T Goals & Objectives weightings for the SC Programs is provided within Attachment I to this plan.

**Table 3.2 – Overall Performance Goal Score Development<sup>7</sup>**

Final Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F
Total Score	4.3-4.1	4.0-3.8	3.7-3.5	3.4-3.1	3.0-2.8	2.7-2.5	2.4-2.1	2.0-1.8	1.7-1.1	1.0-0.8	0.7-0

**Table 3.3 – 3.0 Goal Final Letter Grade**

<sup>7</sup> Weightings for each Customer listed within Table 3.2 are preliminary, based upon requested FY 2010 Budget Authority figures, and are provided for informational purposes only. The final weights to be utilized for determining weighted scores will be determined following the end of the performance period and will be based on actual Budget Authority for FY2010.

## Office of Science Program Office Goal & Objective Weightings

### APPENDIX A - SLAC FY2010 Appraisal Weight Sheet

		BES	BER	HEP	FES	WFD
		Weight	Weight	Weight	Weight	Weight
<b>Goal 1.0 Mission Accomplishment</b>						
	<b>Goal's weight</b>	<b>15</b>	<b>25</b>	<b>40</b>	<b>0</b>	<b>65</b>
1.1 Impact (significance)		45	30	30	0	25
1.2 Leadership (recognition of S&T accomplishments)		30	20	30	0	30
1.3 Output (productivity)		15	20	20	0	30
1.4 Delivery		10	30	20	0	15
<b>Goal 2.0 Design, Fabrication, Construction and Operation of Facilities</b>						
	<b>Goal's weight</b>	<b>65</b>	<b>50</b>	<b>25</b>	<b>60</b>	<b>0</b>
2.1 Design of Facility (the initiation phase and the definition phase, i.e. activities leading up to CD-2)		15	0	40	80	0
2.2 Construction of Facility/Fabrication of Components (execution phase, Post CD-2 to CD-4)		45	0	30	20	0
2.3 Operation of Facility		30	90	30	0	0
2.4 Utilization of Facility to Grow and Support Lab's Research Base and External User Community		10	10	0	0	0
<b>Goal 3.0 Program Management</b>						
	<b>Goal's weight</b>	<b>20</b>	<b>25</b>	<b>35</b>	<b>40</b>	<b>35</b>
3.1 Stewardship of Scientific Capabilities and Programmatic Vision		40	20	40	0	20
3.2 Program Planning and Management		30	30	40	50	40
3.3 Program Management-Communication & Responsiveness (to HQ)		30	50	20	50	40

**GOAL 4.0 Provide Sound and Competent Leadership and Stewardship of the Laboratory**

The weight of this Goal is 25%.

This Goal evaluates the Contractor's Leadership capabilities in leading the direction of the overall Laboratory, the responsiveness of the Contractor to issues and opportunities for continuous improvement, and corporate office involvement/commitment to the overall success of the Laboratory.

- 4.1 Leadership and Stewardship of the Laboratory (Provide a Distinctive Vision for the Laboratory and an Effective Plan for Accomplishment of the Vision to Include Strong Partnerships Required to Carry Out those Plans)**
- 4.2 Management and Operation of the Laboratory (Provide for Responsive and Accountable Leadership throughout the Organization)**
- 4.3 Contractor Value-added (Provide Efficient and Effective Corporate Office Support as Appropriate)**

In measuring the performance of the above Objectives, the DOE evaluator(s) shall consider performance trends, outcomes and continuous improvement in overall Contractor Leadership's planning for, integration of, responsiveness to and support for the overall success of the Laboratory. This may include, but is not limited to, the quality of Laboratory Vision/Mission strategic planning documentation and progress in realizing the Laboratory vision/mission; the ability to establish and maintain long-term partnerships/relationships with the scientific and local communities as well as private industry that advance, expand, and benefit the ongoing Laboratory mission(s) and/or provide new opportunities/capabilities; implementation of a robust assurance system; Laboratory and Corporate Office Leadership's ability to instill responsibility and accountability down and through the entire organization; overall effectiveness of communications with DOE; understanding, management and allocation of the costs of doing business at the Laboratory commensurate with associated risks and benefits; utilization of corporate resources to establish joint appointments or other programs/projects/activities to strengthen the Laboratory; and advancing excellence in stakeholder relations to include good corporate citizenship within the local community.

**Notable Outcomes**

- 4.1.1 Laboratory leadership will develop a strategic plan for the future scientific and technical activities of the Laboratory, which aligns with Office of Science and Department goals, and a detailed strategy for executing the plan during the next 2-5 years.
- 4.1.2 Laboratory leadership will provide a strategy for its Work for Others (WFO) program; the WFO program should align with and support Office of Science, Department, and Laboratory goals.
- 4.2.1 Laboratory leadership will make significant progress in defining and implementing its contractor assurance system. It is expected that a collaborative and uniform approach to this issue among all contractors will be evident.
- 4.2.2 Laboratory leadership will demonstrate significant progress toward resolution of long-standing operational issues.
- 4.3.1 The contractor will fill all key leadership positions at the Laboratory in a timely manner.

ELEMENT	Letter Grade	Numerical Score	Objective Weight	Total Points	Total Points
<b>4.0 Provide Sound and Competent Leadership and Stewardship of the Laboratory</b>					
4.1 Leadership and Stewardship of the Laboratory (Provide a Distinctive Vision for the Laboratory and an Effective Plan for Accomplishment of the Vision to Include Strong Partnerships Required to Carry Out those Plans)			33%		
4.2 Management and Operation of the Laboratory (Provide for Responsive and Accountable Leadership throughout the Organization)			33%		
4.3 Contractor Value-added (Provide Efficient and Effective Corporate Office Support as Appropriate)			34%		
<b>Performance Goal 4.0 Total</b>					

Table 4.1- 4.0 Goal Performance Rating Development

Final Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F
Total Score	4.3-4.1	4.0-3.8	3.7-3.5	3.4-3.1	3.0-2.8	2.7-2.5	2.4-2.1	2.0-1.8	1.7-1.1	1.0-0.8	0.7-0

Table 4.2 – 4.0 Goal Final Letter Grade



**GOAL 5.0 Goal 5.0 Sustain Excellence and Enhance Effectiveness of Integrated Safety, Health, and Environmental Protection.**

The weight of this Goal is 25%.

This Goal evaluates the Contractor's overall success in deploying, implementing, and improving integrated ES&H systems that efficiently and effectively support the mission(s) of the Laboratory.

- 5.1 Provide a Work Environment that Protects Workers and the Environment.**
- 5.2 Provide Efficient and Effective Implementation of Integrated Safety, Health and Environment Management**
- 5.3 Provide Efficient and Effective Waste Management, Minimization, and Pollution Prevention**

In measuring the performance of the above Objectives, the DOE evaluator(s) shall consider performance trends, outcomes and continuous improvement in protecting workers, the public and the environment. This may include, but is not limited to, minimizing the occurrence of environment, safety and health (ESH) incidents; effectiveness of the Integrated Safety Management (ISM) system relative to the Core Functions and Guiding Principles of ISM and addresses efficiency with respect to the performance of the ISM program at the Laboratory; the effectiveness of work planning, feedback, and improvement processes; the strength of the safety culture throughout the Laboratory; the effective development, implementation and maintenance of an efficient and effective Environmental Management system covering cradle to grave Laboratory level management of waste, pollution prevention and regulatory compliance; and the effectiveness of responses to identified hazards and/or incidents.

**Notable Outcomes**

- 5.1.1 Develop wellness as a program to help decrease worker injury and illness. SLAC will increase worker awareness and participation in a plan with milestones in FY10 which will include measuring baseline participation and developing metrics to measure overall employee wellness.
- 5.1.2 Implement an effective *return-to-work* program as evidenced by reduced Days Away From Work rate by 15% as compared to the previous three year average.
- 5.2.1 Continue to improve the Incident Investigation Program effectively investigating incidents, developing corrective actions that prevent recurrence, and communicating lessons learned as part of the SLAC Operating Experience/Lessons Learned (OPEX/LL) Program.
- 5.2.2 Implement an effective fire protection program.
- 5.3.1 Demonstrate progress in the implementation of sustainable environmental practices that support DOE environmental stewardship goals in pollution and waste prevention and recycling, reduction or elimination of acquisition and use of toxic or hazardous chemicals, post-consumer material recycling, and life-cycle environmental management of electronic assets.

ELEMENT	Letter Grade	Numerical Score	Objective Weight	Total Points	Total Points
<b>5.0 Sustain Excellence and Enhance Effectiveness of Integrated Safety, Health, and Environmental Protection</b>					
5.1 Provide a Work Environment that Protects Workers and the Environment			40%		
5.2 Provide Efficient and Effective Implementation of Integrated Safety, Health and Environment Management			50%		
5.3 Provide Efficient and Effective Waste Management, Minimization, and Pollution Prevention			10%		
<b>Performance Goal 5.0 Total</b>					

Table 5.1 – 5.0 Goal Performance Rating Development

Final Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F
Total Score	4.3-4.1	4.0-3.8	3.7-3.5	3.4-3.1	3.0-2.8	2.7-2.5	2.4-2.1	2.0-1.8	1.7-1.1	1.0-0.8	0.7-0

Table 5.2 – 5.0 Goal Final Letter Grade

**GOAL 6.0 Deliver Efficient, Effective, and Responsive Business Systems and Resources that Enable the Successful Achievement of the Laboratory Mission(s)**

The weight of this Goal is 25%

This Goal evaluates the Contractor's overall success in deploying, implementing, and improving integrated business systems that efficiently and effectively support the mission(s) of the Laboratory.

- 6.1 Provide an Efficient, Effective, and Responsive Financial Management System(s)**
- 6.2 Provide an Efficient, Effective, and Responsive Acquisition Management System**
- 6.3 Provide an Efficient, Effective, and Responsive Property Management System**
- 6.4 Provide an Efficient, Effective, and Responsive Human Resources Management System and Diversity Program**
- 6.5 Provide Efficient, Effective, and Responsive Management Systems for Internal Audit and Oversight; Quality; Information Management; and Other Administrative Support Services as Appropriate**

In measuring the performance of the above Objectives, the DOE evaluator(s) shall consider performance trends, outcomes and continuous improvement in the development, deployment and integration of foundational program (e.g., Quality, Financial Management, Acquisition Management, Requirements Management, and Human Resource Management) systems across the Laboratory. This may include, but is not limited to, minimizing the occurrence of management systems support issues; quality of work products; continual improvement and improvement driven by the results of audits, reviews, and other performance information; the integration of system performance metrics and trends; the degree of knowledge and appropriate utilization of established system processes/procedures by Contractor management and staff; benchmarking and performance trending analysis. The DOE evaluator(s) shall also consider the stewardship of the pipeline of innovations and resulting intellectual assets at the Laboratory along with impacts and returns created/generated as a result of technology transfer and intellectual asset deployment activities.

**Notable-- Outcomes**

- 6.1.1 Create a financial management organization and architecture to support the accounting, financial reporting and business needs of a multi-program Laboratory; including a strong, fully-functioning Office of the Chief Financial Officer and a centrally managed business management staff, deployed throughout the SLAC community.
- 6.1.2 Develop and begin implementing a plan, with schedule, milestones and deliverables, to update/replace the SLAC business information systems.
- 6.2.1 Implement and facilitate a Procurement department value chain to ensure support of SLAC community needs and the continuous improvement of Procurement policies, processes and training. SLAC will attain full available procurement authority from SSO.
- 6.3.1 Implement an effective program to increase the number of accounted equipment during the physical inventory to trend 98.5% or better.
- 6.4.1 Design and implement an integrated human asset management process for SLAC, including talent identification, retention, recruitment, increased awareness for diversity, improved hiring and screening process, and internal development (e.g., succession planning at the senior management level).
- 6.5.1 Implement an effective internal audit program in accordance with the approved FY10 audit plan by Stanford University Internal Audit.
- 6.5.2 Develop a plan to evaluate and improve Records Management program by COB Q2.

ELEMENT	Letter Grade	Numerical Score	Objective Weight	Total Points	Total Points
<b>6.0 Deliver Efficient, Effective, and Responsive Business Systems and Resources that Enable the Successful Achievement of the Laboratory Mission(s)</b>					
6.1 Provide an Efficient, Effective, and Responsive Financial Management System(s)			20%		
6.2 Provide an Efficient, Effective, and Responsive Acquisition Management System			40%		
6.3 Provide an Efficient, Effective, and Responsive Property Management System			15%		
6.4 Provide an Efficient, Effective, and responsive Human Resources Management System			10%		
6.5 Provide Efficient, Effective, and Responsive Management Systems for Internal Audit and Oversight; Quality; Information Management; and Other Administrative Support Services as Appropriate			15%		
<b>Performance Goal 6.0 Total</b>					

Table 6.1 – 6.0 Goal Performance Rating Development

Final Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F
Total Score	4.3-4.1	4.0-3.8	3.7-3.5	3.4-3.1	3.0-2.8	2.7-2.5	2.4-2.1	2.0-1.8	1.7-1.1	1.0-0.8	0.7-0

Table 6.2 – 6.0 Goal Final Letter Grade

**GOAL 7.0 Sustain Excellence in Operating, Maintaining, and Renewing the Facility and Infrastructure Portfolio to Meet Laboratory Needs.**

The weight of this Goal is 15%.

This Goal evaluates the overall effectiveness and performance of the Contractor in planning for, delivering, and operations of Laboratory facilities and equipment needed to ensure required capabilities are present to meet today's and tomorrow's mission(s) and complex challenges.

- 7.1 Manage Facilities and Infrastructure in an Efficient and Effective Manner that Optimizes Usage, Minimizes Life Cycle Costs, and Ensures Site Capability to Meet Mission Needs**
- 7.2 Provide Planning for and Acquire the Facilities and Infrastructure Required to support the Continuation and Growth of Laboratory Missions and Programs**

In measuring the performance of the above Objectives, the DOE evaluator(s) shall consider performance trends, outcomes and continuous improvement in facility and infrastructure programs. This may include, but is not limited to, the management of real property assets to maintain effective operational safety, worker health, environmental protection and compliance, property preservation, and cost effectiveness; effective facility utilization, maintenance and budget execution; day-to-day management and utilization of space in the active portfolio; maintenance and renewal of building systems, structures and components associated with the Laboratory's facility and land assets; management of energy use and conservation practices; the integration and alignment of the Laboratory's comprehensive strategic plan with capabilities; facility planning, forecasting, and acquisition; the delivery of accurate and timely information required to carry out the critical decision and budget formulation process; quality of site and facility planning documents; and Cost and Schedule Performance Index performance for construction projects.

**Notable Outcomes**

- 7.1.1 Develop and implement a formal project management delivery process aligned with Operations wide Project Management Office. The process will have a special focus on programs under 10 million dollars and will include an effective process to incorporate Integrated Resource Loaded Schedules for all projects and operations managed by facilities.
- 7.1.2 Develop the skills, expertise and establish maintenance programs necessary to support LCLS operations and ensure reliability of associated equipment and infrastructure.
- 7.1.3 Deliver Cooling Tower 101 Replacement NLT December 31, 2009.
- 7.2.1 Develop an integrated process for infrastructure planning and facilities renewal to support the Mission Readiness of the Laboratory business lines which will include a planning process that allows for this cradle to grave stewardship, including site planning and space management.
- 7.2.2 Develop the proposals for SLI II (Signature Building) and SLI III (Photon Sciences Building).
- 7.2.3 Develop an executable plan that allows SLAC to adequately support and fund multi-year programs and projects as necessary, in order to meet long term milestones.

ELEMENT	Letter Grade	Numerical Score	Objective Weight	Total Points	Total Points
<b>7.0 Sustain Excellence in Operating, Maintaining, and Renewing the Facility and Infrastructure Portfolio to Meet Laboratory Needs</b>					
7.1 Manage Facilities and Infrastructure in an Efficient and Effective Manner that Optimizes Usage and Minimizes Life Cycle Costs			50%		
7.2 Provide Planning for and Acquire the Facilities and Infrastructure Required to support Future Laboratory Programs			50%		
<b>Performance Goal 7.0 Total</b>					

Table 7.1 – 7.0 Goal Performance Rating Development

Final Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F
Total Score	4.3-4.1	4.0-3.8	3.7-3.5	3.4-3.1	3.0-2.8	2.7-2.5	2.4-2.1	2.0-1.8	1.7-1.1	1.0-0.8	0.7-0

Table 7.2 – 7.0 Goal Final Letter Grade

**GOAL 8.0 Sustain and Enhance the Effectiveness of Integrated Safeguards and Security management (ISSM) and Emergency Management Systems.**

The weight of this Goal is 10%.

This Goal evaluates the Contractor's overall success in safeguarding and securing Laboratory assets that supports the mission(s) of the Laboratory in an efficient and effective manner and provides an effective emergency management program.

- 8.1 Provide an Efficient and Effective Emergency Management System**
- 8.2 Provide an Efficient and Effective System for Cyber-Security**
- 8.3 Provide an Efficient and Effective System for the Protection of Property**
- 8.4 Provide an Efficient and Effective System for the Protection of Classified and Sensitive Information**

In measuring the performance of the above Objectives, the DOE evaluator(s) shall consider performance trends, outcomes and continuous improvement in the safeguards and security, cyber security and emergency management program systems. This may include, but is not limited to, the commitment of leadership to strong safeguards and security, cyber security and emergency management systems; the integration of these systems into the culture of the Laboratory; the degree of knowledge and appropriate utilization of established system processes/procedures by Contractor management and staff; maintenance and the appropriate utilization of Safeguards, Security, and Cyber risk identification, prevention, and control processes/activities; and the prevention and management controls and prompt reporting and mitigation of events as necessary.

**Notable Outcomes**

- 8.1.1 Develop an effective and verifiable Emergency Management Program.**
- 8.2.1 Develop and migrate towards an information security program flexible to the requirements of a multi-program environment and balanced between enabling science and protecting the Laboratory's information resources.**
- 8.3.1 Demonstrate continual progress in the stewardship of radioactive materials.**
- 8.4.1 Enhance Human Resources Information Systems to incorporate management access to relevant and necessary employee data, employee self service for basic data upkeep, and a robust web based candidate tracking portal while ensuring that all sensitive information is protected in an efficient and effective manner.**



ELEMENT	Letter Grade	Numerical Score	Objective Weight	Total Points	Total Points
<b>8.0 Sustain and Enhance the Effectiveness of Integrated Safeguards and Security Management (ISSM)</b>					
8.1 Provide an Efficient and Effective Emergency Management System			30%		
8.2 Provide an Efficient and Effective System for Cyber-Security			40%		
8.3 Provide an Efficient and Effective System for the Protection of Special Nuclear Materials, and SLAC Property			10%		
8.4 Provide an Efficient and Effective System for the Protection of Sensitive Information			20%		
<b>Performance Goal 8.0 Total</b>					

Table 8.1 – 8.0 Goal Performance Rating Development

Final Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F
Total Score	4.3-4.1	4.0-3.8	3.7-3.5	3.4-3.1	3.0-2.8	2.7-2.5	2.4-2.1	2.0-1.8	1.7-1.1	1.0-0.8	0.7-0

Table 8.2 – 8.0 Goal Final Letter Grade

Appendix B - FY 2010 - Program Office Score for each Goal  
Stanford Linear Accelerator Center

Attachment I

	BES			BER			HEP			FES			WDTs		
	Program Office Score	Objective Weight		Program Office Score	Objective Weight		Program Office Score	Objective Weight		Program Office Score	Objective Weight		Program Office Score	Objective Weight	
Goal 1	1		1	1		1	1		1	1		1	1		
Obj 1.1	1	45%	1	1	30%	1	1	30%	1	1	0%	1	1	25%	
Obj 1.2	1	30%	1	1	20%	1	1	30%	1	1	0%	1	1	30%	
Obj 1.3	1	15%	1	1	20%	1	1	20%	1	1	0%	1	1	30%	
Obj 1.4	1	10%	1	1	30%	1	1	20%	1	1	0%	1	1	15%	
Goal 2	1		1	1		1	1		1	1		1	1		
Obj 2.1	1	15%	1	1	0%	1	1	40%	1	1	80%	1	1	0%	
Obj 2.2	1	45%	1	1	0%	1	1	30%	1	1	20%	1	1	0%	
Obj 2.3	1	30%	1	1	90%	1	1	30%	1	1	0%	1	1	0%	
Obj 2.4	1	10%	1	1	10%	1	1	0%	1	1	0%	1	1	0%	
Goal 3	1		1	1		1	1		1	1		1	1		
Obj 3.1	1	40%	1	1	20%	1	1	40%	1	1	0%	1	1	20%	
Obj 3.2	1	30%	1	1	30%	1	1	40%	1	1	50%	1	1	40%	
Obj 3.3	1	30%	1	1	50%	1	1	20%	1	1	50%	1	1	40%	

The weightings are based on FY 2010 Budget Request

Goal 1 Weighting by Funding

Program Office		\$ in thousands		Weighting	
SC	Other	Funding			
HEP		\$937,000,000		28.38%	
BES		\$196,300,000		63.78%	
BER		\$5,500,000		1.77%	
ASCR		\$100,000		0%	
FES		\$20,000,000		6.06%	
WD		\$400,000		0%	
		\$316,000,000		100.00%	

**Goal 2 Weighting by Funding**

Program Office		\$ in thousands	
SC	Other	Funding	Weighting
HEP		\$937,000,000	28.38%
BES		\$196,300,000	63.78%
BER		\$5,500,000	1.77%
ASCR		\$100,000	0%
FES		\$20,000,000	6.06%
WD		\$400,000	0%
		\$316,000,000	100.00%

**Goal 3 Weighting by Funding**

Program Office		\$ in thousands	
SC	Other	Funding	Weighting
HEP		\$937,000,000	28.38%
BES		\$196,300,000	63.78%
BER		\$5,500,000	1.77%
ASCR		\$100,000	0%
FES		\$20,000,000	6.06%
WD		\$400,000	0%
		\$316,000,000	100.00%