



U.S. DEPARTMENT OF
ENERGY

Office of
Science

SLAC Site Office

SLAC National Accelerator Laboratory
2575 Sand Hill Road, MS-8A
Menlo Park, CA 94025

April 25, 2012

Dr. Persis Drell, Director
SLAC National Accelerator Laboratory
2575 Sand Hill Road, MS 75
Menlo Park, CA 94025

Subject: FY12 SLAC PEMP MID-YEAR FEEDACK

Dear Persis:

The purpose of this letter is to transmit feedback to SLAC and Stanford University regarding performance against the Performance Evaluation and Management Plan (PEMP). Our feedback is consistent with your self evaluation and you are again commended for your objective assessment, identifying not only the issues, but solutions. Keep up the great work; keep up the great science.

Sincerely,

A handwritten signature in blue ink, appearing to read "Paul Golan".

Paul Golan
Site Manager

ec:

William Madia, SLAC
Hanley Lee, DOE
Thomas Rizzi, DOE
Ernest Maune, DOE
Katherine Woo, DOE
Scott Wenholz, DOE

SLAC FY2012 PEMP Mid-Year SSO Assessment

Goal 4: Laboratory Leadership and Stewardship

4.1 Leadership and Stewardship

- SLAC's vision to be the premier Photon Science Lab is well defined and engrained lab-wide.
- The LCLS scientific output and performance has been recognized through the DOE and international scientific communities.
- SLAC has implemented a strategy for increasing the lab budget through relationships external to DOE. The number and budget of "Work for Others" projects has increased, particularly in accelerator sciences.
- SLAC Communications Strategy – Excellent progress, strategy is on track including:
 - New branding strategy.
 - 50th Anniversary events to include symposium in August with the Secretary and key VIPs and open house in September.
 - SLAC launched social media profiles on Facebook and Twitter.

4.2 Management and Operation

- Accountability and responsibility have become more prevalent in the lower levels of the SLAC organization. As a result, SSO has been notified of serious issues and incidents in a timely manner; working relationships between SLAC and SSO are stronger; partnering is more seamless; SSO oversight has been reduced, shifting focus to processes and less on day-to-day construction and compliance issues.
- Contractor Assurance System:
 - Although there are still opportunities for improvement in the CAS processes, the Peer Review in January found the CAS to be mature and the tri-party partnership working extremely well. Areas still needing significant improvement include business, facilities and in some project management systems.
 - As CAS continues to mature, expectations are to see the cost of doing business decreasing and more being spent on delivering science. An example of cost reduction is the change in fire protection services from Palo Alto to Menlo Park.

4.3 Contractor Added-Value

- SU continues to be a strong partner and supporter of SLAC. SU has been critical as a partner in resolving lab-wide issues such as the electrical power delivery for the datacenter and Historical Preservation issues with the State SHPO office.
- Contract extension issues have been openly discussed and resolved in an expeditious manner with the goal of finalizing the contract by the end of May.

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Goal 5: Environmental Health and Safety

5.1 Health and Safety System

- SLAC TRC and DART rates are above DOE expectations and continue to rise. However, severity of cases has been decreasing.
- “Safe Office Moves” website rolled out in early November 2011. Over 192 staff involved in moves with no injuries. Additionally, ergonomic evaluations offered to all employees who have moved.
- Incidents and injuries related to construction activities are down
- SSRL USER program is robust.
- Impairment control program instituted is working well.
- Shortcomings of SLAC Lessons Learned Program have yet to be addressed.

5.2 Environmental Management System

- SLAC has recycled approximately 30 tons of scrap metal from the PEP-II and BaBar projects. SLAC finalized the required technical basis documents, material release protocols, and radiological surveys that support the objectives for release of material previously encumbered by the DOE metals suspension and moratorium.
- SLAC completed installation and commissioned the radiation portal monitor at IR-12 to support SLAC’s radiological clearance procedures and protocols for the release of scrap metals for recycling.
- SLAC collaborated effectively with SSO to complete the National Environmental Policy Act Environmental Assessment and final determination for the LCLS-II project, a key milestone for DOE approval of Critical Decision-2 for the project.
- SLAC completed and received State Historic Preservation Office concurrence on the National Historic Preservation Act Section 106 consultation packages for the Research Support Building and the Sector 10 LCLS-II X-ray laser injector support alcove.
- SLAC has continued to make significant progress on reducing extent of VOC contamination in groundwater through operation of groundwater and/or soil vapor extraction systems at the following sites:
 - Former Solvent Underground Storage Tank
 - Former Hazardous Waste Storage Area
 - Plating Shop Area
 - Test Lab/Central Lab (currently meets SLAC’s VOC cleanup goals)

Area for Improvement –

SLAC needs to ensure greater accountability by line management by formalizing work procedures and requirements and defining roles and responsibilities for oversight necessary to address the recurring regulatory issue of non-compliance with hazardous material and waste management requirements at the individual waste generating locations around the site as documented in the San Mateo County CUPA inspection reports.

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Goal 6: Business System

6.1 Financial Management System

- The system integration RFP was released two weeks after the scheduled date resulting in the schedule float being reduced from nine to seven weeks. SLAC addressed the underlying issue by terminating the contract of Booz Allen Hamilton and bringing in a local firm to assist them with the preparation of the SOW. SLAC is on schedule to have the System Integrator begin work on September 1, 2012. March 1, SLAC began the Phase III business preparation.

6.2 Acquisition Management System

- RFP for ERP has been approved by SSO, but didn't meet the scheduled target date.
- SSO has kept SLAC's subcontract approval threshold at the same level as January 2011.
- SLAC reported a cost savings of \$1,438,339.00 for the first quarter under the DOE's Strategic Source Initiative program.

6.3 Property Management System

- The property management system continues to be successfully managed by SLAC. Building walkthroughs were conducted and any issues noted were immediately addressed. SLAC fleet management is facilitating the disposition of the Fire Engine and the SLAC vehicle accident rate is at its lowest level in over five years.

6.4 Human Resources Management System

- SLAC's Variable Pay Plan was approved by SSO, including the senior management incentive plan in first quarter.
- The revision to the Variable Pay Plan, as requested by SLAC/HR, was approved by SSO in the second quarter, increasing on-the-spot award budget and reducing the contemporaneous performance bonus.

6.5 Internal Audit and Oversight Management System

- SLAC closed out all finance DARTS in the 1H12. SLAC implemented corrective actions to Internal Audit findings in a timely manner. There were no findings to OR ISC reviews in the 1H12.

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Goal 7: Facility Operations

7.1 Manage Facilities and Infrastructure

- Facilities' continues to improve in their systems and practices to maximize quality, i.e. IFI x-cut forecasting, quarterly maintenance budgeting, systems engineering and building manager program.

7.2 Facilities and Infrastructure to Support Continuation and Growth

- SLAC continues to improve in smaller projects such as IGPP and GPP.
- Significant progress on SLAC projects in the first half of FY12 including:
 - LSST received CD-1 approval
 - SUSB received CD-1 approval
 - LCLS-II received CD-3a approval
 - FACET received CD-4 approval
 - LUSI received CD-4 approval
 - SIMES project was completed
 - All construction ARRA projects were closed out, all performance specifications met and/or exceeded
 - Construction 95% complete on the new Athletic Facility

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Goal 8: Safeguards and Security Management/Emergency Preparedness

8.1 Effective Emergency Management System

- MOA between SLAC and the Menlo Park Fire Protection District (MPFPD) to cover the new service model scheduled to be in place by the close of FY12 saving the lab approximately \$2M each year.
- Draft Baseline Needs Assessment (BNA) was prepared for SLAC by their sub-contractor (AlphaTrac) last fall. SLAC still needs to demonstrate a fully developed BNA with the new approach for providing emergency and fire suppression services that will provide a comprehensive emergency management system.

8.2 Cyber Security

- SLAC continues to make good progress against the FISMA findings from the FY10 and 11 Consolidated Financial Statement/Unclassified Cyber Security Program Audit.
- In December 2011, SLAC completed a Risk Assessment of its IT system. Based on this assessment, SLAC formed a Cyber Security Task Force with the objective to implement an IT system wide restructuring and reconfiguration to reduce risk and address the root causes of the FISMA findings.

8.3 Physical Security and Protection of Special Nuclear Material and Property

- SLAC needs to ensure Security Upgrades in Phase 1 are working and transition operations to facilities. Lessons learned from Phase 1 need to be applied to Phase 2 upgrades. The project is on track to be completed by end of April.
- Alternative technologies should be identified for all upcoming security upgrades based on difficulties encountered with novel technologies in Phase 1.
- Due to gaps in the Receiving process for radiological materials, an accountable Po-210 (5 mCi) source was lost and has yet to be recovered. This constitutes a significant vulnerability and Corrective Actions have been initiated to improve the radiological materials tracking system, as a whole.

8.4 Protection of Sensitive Information

- SLAC is currently assessing various encryption programs for implementation within the HR department. This software will encrypt confidential and PII data.