

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE	PAGE 1 OF PAGES
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2. AMENDMENT/MODIFICATION NO. M705	3. EFFECTIVE DATE (M/D/Y) See Block 16C	4. REQUISITION/PURCHASE REQ. NO. 10SC009380	5. PROJECT NO. (If applicable)
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6. ISSUED BY U.S. Department of Energy Pacific Northwest Site Office Post Office Box 350 Richland, WA 99352	7. ADMINISTERED BY (If other than Item 6)
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8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP code) Battelle Memorial Institute Pacific Northwest Division Richland, Benton County, WA 99352 DUNS # 032987476	9A. AMENDMENT OF SOLICITATION NO. <input type="checkbox"/> 9B. DATED (SEE ITEM 11) <input checked="" type="checkbox"/> 10A. MODIFICATION OF CONTRACT/ ORDER NO. DE-AC05-76RL01830 <input checked="" type="checkbox"/> 10B. DATED (SEE ITEM 13) December 30, 1964
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11. THIS ITEM 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 DATE AND HOUR 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 amendment and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS, IT MODIFIES THE CONTRACT/ORDER NO. AS SET FORTH 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.
<input type="checkbox"/>	
<input type="checkbox"/>	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO AUTHORITY OF FAR 43.103(b).
<input type="checkbox"/>	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO THE AUTHORITY OF:
<input checked="" type="checkbox"/>	D. OTHER (Specify type of modification and authority) Bilateral Modification pursuant to the mutual agreement of both parties.

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.)

This modification is being issued to replace Appendix B - Special Financial Institution Account(s) Agreement for Use with the Payments Cleared Financing Arrangement with the most current version and to replace Appendix E, FY 2010 - Performance Evaluation and Measurement Plan with Appendix E, FY 2011 - Performance Evaluation and Measurement Plan.

This modification results in no other changes.

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 SIGNER (Type or print) Karen L. Hoewing, General Counsel	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Ryan M. Kilbury Contracting Officer
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15B. CONTRACTOR/OFFEROR:  (Signature of person authorized to sign)	15C. DATE SIGNED 10-6-10	16B. UNITED STATES OF AMERICA BY  (Signature of Contracting Officer)	16C. DATE SIGNED 10-8-10
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Contract Number: DE-AC05-76RL01830

Modification M705

**Part III – List of Documents,
Exhibits, And Other Attachments**

Section J

Appendix B

**Special Financial Institution Account(s) Agreement
For Use with the Payments Cleared Financing Arrangement**

Part III, Section J, Appendix B

**SPECIAL FINANCIAL INSTITUTION ACCOUNT AGREEMENT
FOR USE WITH THE PAYMENTS CLEARED FINANCING ARRANGEMENT**

Agreement entered into this, 1st day of July, 2010, between the UNITED STATES OF AMERICA, represented by the Department of Energy (hereinafter referred to as "DOE"), and Battelle Memorial Institute, corporation/legal entity existing under the laws of the State of Ohio (hereinafter referred to as "Battelle"), and U.S. Bank, a financial institution corporation existing under the laws of the State of Washington located at Richland, Washington (hereinafter referred to as "U.S. Bank").

I. RECITALS

1. On the effective date of December 30, 1964, DOE and Battelle entered into Agreement (s) No. DE-AC05-76RLO1830, or a supplemental agreement thereto, providing for the transfer of Government funds on a payments-cleared basis.
2. DOE requires that amounts transferred to Battelle be deposited in a special demand deposit account(s) at a financial institution covered by the Department of the Treasury – approved Government deposit insurance organizations that are identified in TFM 6-9000. These special demand deposits must be kept separate from Battelle's general or other funds, and the parties are agreeable to so depositing said amounts with U.S. Bank.
3. The special deposit account(s) shall be designated:
 - a. Battelle Memorial Institute, PNW Division – Contract
 - b. Battelle Memorial Institute, PNW Division - Salary
 - c. Battelle Memorial Institute, PNW Division - Controlled Disbursement Contract
 - d. Battelle Memorial Institute, PNW Division - Controlled Disbursement Salary

II. COVENANTS

In consideration of the foregoing, and for other good and valuable considerations, it is agreed that:

1. The government shall have a title to the credit balance in said account(s) to secure the repayment of all funds transferred to Battelle, and said title shall be superior to any lien, title, or claim of U.S. Bank or others with respect to such accounts.

2. U. S. Bank shall be bound by the provisions of said Agreement between DOE and Battelle relating to the transfer of funds into the and withdrawal of funds from the above special demand deposit account(s), which are hereby incorporated into this Agreement by reference, but U.S. Bank shall not be responsible for the application of funds properly withdrawn from said Account(s).

After receipt by U.S. Bank of written directions from the DOE Contracting Officer, or from the duly authorized representative of the DOE Contracting Officer, U.S. Bank shall act thereon and shall be under no liability to any party hereto for any action taken in accordance with the said written directions. Any written directions received by U.S. Bank from DOE upon DOE stationery and purporting to be signed by, or signed at the written direction of DOE may, insofar as the rights, duties, and liabilities of U.S. Bank are concerned, shall be considered as having been properly issued and filed with U.S. Bank by DOE.

3. DOE, Battelle, or its authorized representatives, shall have access to financial records maintained by U.S. Bank with respect to such special demand deposit account(s) at all reasonable times and for all reasonable purposes, including, but without limitation to, the inspection or copying of financial records and any or all memoranda, checks, payment requests, correspondence, or documents pertaining thereto. Such financial records shall be preserved by U.S. Bank for a period of six (6) years after the final payment under the Agreement.
4. In the event of the service of any writ of attachment, levy of execution, or commencement of garnishment proceedings with respect to the special demand deposit account(s), the Financial Institution shall promptly notify DOE.

U.S. Department of Energy
Oak Ridge Financial Service Center
P.O. Box 2001, FM-71
Oak Ridge, Tennessee 37831-8771
Fax: (865) 574-5374

5. DOE shall authorize funds that shall remain available to the extent that obligations have been incurred in good faith there under by Battelle to U.S. Bank for the benefit of the special demand deposit account(s). U.S. Bank agrees to honor upon presentation for payment all payments issued by Battelle and to restrict all withdrawals against the funds authorized to an amount sufficient to maintain the average daily balance in the special demand deposit account in a net positive and as close to zero as administratively possible.

U.S. Bank agrees to service the account in this manner based on the requirements and specifications contained in RFP 20051031, effective January 3, 2006. U.S. Bank agrees that per-item costs, detailed in the form "Schedule of Financial Institution Processing Charges" contained in U. S. Bank's proposal dated March 16, 2006, will remain constant during the term of this Agreement. U.S. Bank shall calculate the monthly fees based on services rendered and invoice Battelle. Battelle shall issue a check or automated clearing house authorization transfer to U.S. Bank in payment thereof.
6. U.S. Bank shall post collateral, acceptable in accordance with 31 CFR 202 with the Federal Reserve Bank in an amount equal to the net balances in all of the accounts included in this Agreement, less the Department of the Treasury-approved deposit insurance.
7. This Agreement, with all its provisions and covenants, shall be in effect for a term beginning on the 1st day of July 2010, and extending through June 30, 2011, with an option to extend for an additional five, one year option periods, unless earlier terminated as provided in this Agreement.
8. DOE, Battelle, or U.S. Bank may terminate this Agreement at any time within the Agreement period upon submitting written notification to the other parties 90 days prior to the desired termination date. The specific provisions for operating the account during this 90-day period are contained in Covenant 11.
9. DOE or Battelle may terminate this Agreement at any time upon 30 days' written notice to U.S. Bank if DOE or Battelle, or both parties, find that U.S. Bank has failed to substantially perform its obligations in a manner that precludes administering the program in an effective and efficient manner or that precludes the effective utilization of the Government's cash resources.
10. Notwithstanding the provisions of Covenants 8 and 9, in the event that the Contract referenced in Recital 1 between DOE and Battelle is not renewed or is terminated, this Agreement between DOE, Battelle, and U.S. Bank shall be terminated automatically upon the delivery of written notice to U.S. Bank.

11. In the event of termination, U.S. Bank agrees to retain Battelle's special demand deposit account(s) for an additional 90-day period to clear outstanding payment items.

This Agreement shall continue in effect for the 90-day additional period, with the exception of the following:

1. Term Agreement (Covenant 7)
2. Termination of Agreement (Covenants 8 and 9)

All terms and conditions of the aforesaid proposal submitted by U.S. Bank that are not inconsistent with this 90-day additional term shall remain in effect for this period.

U.S. Bank has submitted the forms entitled "Technical Representations and Certifications," and "Schedule of Financial Institution Processing Charges." These forms have been accepted by Battelle and the DOE and are incorporated herein with the document entitled "Attachment 1 - Financial Institution's Information on Payments Cleared Financing Arrangement" as an integral part of this Agreement.

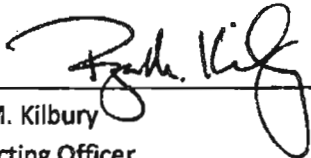
III. U.S. Bank TREASURY MANAGEMENT TERMS AND CONDITIONS SUPPLEMENT ELECTRONIC DEPOSIT SERVICES, the following processes are included:

- Begin using the collected balance to calculate daily draws;
- Discontinue the practice of overdrawing the bank account to offset positive balances in an attempt to maintain a lower average daily balance; and
- Discontinue the practice of rounding daily draws to the nearest thousand and begin calculating the exact amount needed to cover disbursements.

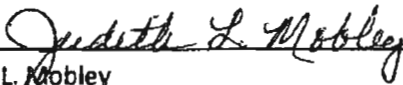
IV. SIGNATURES

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed as of the day and year first above written.

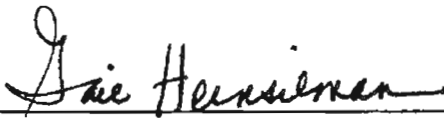
FOR U.S DEPARTMENT OF ENERGY

Signature: 
Name: Ryan M. Kilbury
Title: Contracting Officer
Date: 6-21-10

FOR THE CONTRACTOR BATTTELLE MEMORIAL INSTITUTE

Signature: 
Name: Judith L. Mobley
Title: Assistant Treasurer
Date: 5-20-10

FOR U.S. BANK N.A.

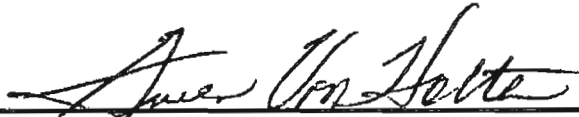
Signature: 
Name: Gail Heinselman
Title: Vice President, Government Services
Date: 5-27-2010

NOTE

The contractor, if a corporation, shall cause the following Certificate to be executed under its corporate seal, provided that the same officer shall not execute both the Agreement and the Certificate.

CERTIFICATE

I, Gwen Von Holten, certify that I am the Treasurer of the corporation named herein; that Judith L. Mobley, who signed this Agreement on behalf of Battelle, was then Assistant Treasurer of said corporation; and that said Agreement was duly signed for and in behalf of said corporation by authority of its governing body and is within the scope of its corporate powers.



(Corporate Seal) (Signature)

Attachment 1

Financial Institution's Information on Payments Cleared Financing Arrangement



Government Banking

Schedule of Financial Institution Processing Charges

Service	Contractor's Projected Monthly Quantity	Per Item Cost	Total
Account Maintenance	14 Accounts	@ 8.00	\$112.00
Controlled Disbursement Account Maintenance	6 Accounts	@ 75.00	\$ 450.00
Controlled Disbursement Per Item Charge	4000	@ 0.09	\$ 360.00
Deposited Checks-On Us	150	@ 0.05	\$ 7.50
Deposited Checks-Local	300	@ 0.055	\$ 16.50
Deposited Checks-Regional	425	@ 0.055	\$ 23.37
Deposited Check-Returned (Includes fax)	3	@ 3.25	\$ 9.75
Other Services charges for Checks Deposited or Account Maintenance			
Deposits - Paper		@ 0.20	\$
Deposits - Electronic		@ 0.20	\$
		@	\$
Processing Fee for deposited foreign currency checks	3	@ 0.50	\$ 1.50
Processing Fee for generating Draft in foreign currency	3	@ 15.00	\$ 45.00
Cash Deposited Per \$ 100.00		@ 0.07	\$
Other Services charges for processing cash transactions			
		@	\$
		@	\$
		@	\$
Incoming Federal (Domestic) Wire	80	@ 5.00	\$ 400.00
Incoming International Wire	5	@ 10.00	\$ 50.00
Outgoing Federal (Domestic) Wire Client Initiated Internet	230	@ 7.50	\$ 1,725.00
Outgoing International Wire Client Initiated-Internet	150	@ 15.00	\$ 2,250.00
Outgoing or Incoming Federal Wire Daily Treasury Drawdown	80	@ 7.50	\$ 600.00



Government Banking

Federal or International Wire Investigation of Client Issued Wire	5	@ 25.00	\$ 125.00
Bank Issuance of Amendment for Client Issued International or Federal Wire	2	@ 7.50	\$ 15.00
Other services charges for processing Federal or International Wires			
		@	\$
		@	\$
		@	\$
Book Transfers (bank initiated account to account transfers)	30	@ 1.00	\$ 30.00
Other services charges for processing bank Internal Debit or Credits			
		@	\$
		@	\$
		@	\$
Stop Payments Client Initiated-Internet	15	@ 9.00	\$ 135.00
Per Change Order Charge		@ 2.00	\$
Rolled Coin Ordered Per \$ Roll		@ 0.08	\$
Currency Order Per \$ 100.00		@ 0.08	\$
ACH Monthly Maintenance	3	@ 25.00	\$ 75.00
ACH Originated	38000	@ 0.10	\$ 3,800.00
ACH Originated-Addenda Rec	200	@ 0.02	\$ 4.00
ACH Received Item	110	@ 0.15	\$ 16.50
ACH Transmission Charge	50	@ 5.00	\$ 250.00
ACH Item Adjustment Request	5	@ 3.00	\$ 15.00
ACH Delete Item Request	2	@ 3.00	\$ 6.00
ACH Notice of Change Internet Report Advice/Fax	40	@ 2.50	\$ 100.00
ACH Return Item Internet Report Advice/Fax	20	@ 2.50	\$ 50.00
ACH Block-Mthly Maint Per Acct	4	@ 6.00	\$ 24.00



Other services for processing ACH			
		@	\$
		@	\$
		@	\$
Checks Cleared	3000	@ 0.10	\$ 300.00
Check Sorting	3000	@ 0.02	\$ 60.00
Monthly Maintenance Charge for Imaging - by Account	6	@ 25.00	\$ 150.00
Check Image -CD Rom Per CD	6	@ 5.00	\$ 30.00
Check Image - Per Item	3000	@ 0.07	\$ 210.00
Copy of Check Request	3	@ 0.50	\$ 1.50
Account Reconciliation	per account	@ 75.00	\$
Process Maintenance - Full	Per account		
Full Positive Pay Maintenance	10	@ 45.00	\$ 450.00
Positive Pay Per Item	3000	@ 0.04	\$ 120.00
Positive Pay Exception Report	2	@ no charge	\$ 0.00
Reverse Positive Pay Per Item	3000	@ 0.01	\$ 30.00
Output File - Daily		@ 5.00	\$
Lockbox Monthly Maintenance	2	@ 75.00	\$ 150.00
Lockbox per Item Charge	90	@ 0.25	\$ 22.50
Other Services(charges) Lockbox			
Photocopies		@ 0.10	\$
Exception Items		@ 0.22	\$
Data Key Stroke		@ 0.01	\$
Mail Out - Per Item		@ 0.05	
Previous Day Composite Report	1 per day/acct First	@ 10.00	\$ 10.00
Previous Day Composite Report	1 per day/acct Next	@ 10.00	\$ 130.00
BAI Items	4000	@ 0.05	\$ 200.00
Wire Transfer Detail Report	1 per day per acct	@ no charge	\$

U.S. BANK TREASURY MANAGEMENT TERMS AND CONDITIONS SUPPLEMENT

ELECTRONIC DEPOSIT SERVICES

This Supplement amends and forms a part of the U.S. Bank Treasury Management Service Agreement and the U.S. Bank Treasury Management Services Terms and Conditions. U.S. Bank's Electronic Deposit Services provides Customer with the option to make electronic deposits using the ECLD Services or the OSED services, described below. Customer agrees that the Electronic Deposit Services shall be governed by this Supplement and other relevant sections of the U.S. Bank Treasury Management Services Terms and Conditions.

1. Service Options

Customer may select one of the following processing options as part of the Electronic Deposit Services:

- a. Check Image/Substitute Check Collection.** Customer captures checks or check information received from its Payor Customers into Check Images and/or MICR Data, and transmits Check Images and/or MICR Data to Bank for deposit and collection. Bank will seek to collect such Check Images through the check collection system by presenting or exchanging Check Images, and/or using the Check Image and/or MICR Data to create a Substitute Check, a Demand Draft or a PIL for collection.
- b. ACH Processing and Check Image/ Substitute Check Collection.** Customer captures checks or check information received from its Payor Customers into Check Images and/or MICR data and ACH Entry information, and transmits the same to Bank for processing or deposit. Customer checks that are eligible to be used as source documents to originate ARC Entries or POP Entries are processed through the ACH system. The remaining checks are sent for collection as Check Images, Substitute Checks, Demand Drafts or PILs, as described above in the Check Image/Substitute Check Collection service option.
- c. ACH Processing and Paper Check Collection.** Customer captures checks or check information received from its Payor Customers into Check Images and/or MICR Data and ACH Entry information, and transmits the same to Bank for processing. Customer checks that are eligible to be used as source documents are processed as ARC Entries or POP Entries. Customer deposits all other original paper checks with Bank for collection.

2. Definitions

- a. "ACH Entry"** means an ARC or POP debit entry originated to debit funds from a Payor Customer's account at a financial institution in accordance with the Operating Rules of the National Automated Clearing House Association ("NACHA").
- b. "Check Image"** means an electronic image of an original paper check or an electronic image of a Substitute Check that is created by Customer, Bank or another bank or depository institution in the check collection system.
- c. "Customer System"** means the computer hardware and software located at Customer's site that is used by Customer to prepare Electronic Deposits and to access the OSED Services or ECLD services. For OSED Services, the Customer System shall comprise of a scanner and other hardware and software, all of which may be supplied by Bank.
- d. "ECLD System"** means Bank's Electronic Cash Letter Deposit computer systems and databases that Customer may access in order to obtain the ECLD services.

- e. "ECLD services" means the Electronic Cash Letter Deposit services that allow organizations that receive check remittance payments by mail or dropbox to deposit all payments electronically at Bank, as further described in the User Manual.
- f. "Electronic Deposit" means electronic information (including Check Images, MICR Data, dollar amount or ACH Entry information), obtained from capturing information from an original paper check and related remittance documentation, that is transmitted to Bank for deposit, processing and collection.
- g. "Electronic Deposit Services" means the ECLD services or OSED Services as described in this Agreement.
- h. "MICR Data" means information from the Magnetic Ink Character Recognition stylized printing on the bottom of checks comprising of routing, transit, account and check serial numbers.
- i. "OSED System" means Bank's On-Site Electronic Deposit Service computer systems and databases that Customer may access in order to obtain the OSED Services.
- j. "OSED Services" means the On-Site Electronic Deposit Services that allows organizations that receive check remittance payments by mail or in a walk-up or dropbox environment to deposit all payments electronically at Bank, as further described in the User Manual.
- k. "Payor Customers" means clients and/or customers of Customer that submit original paper checks or check information to Customer for payment obligations owed to Customer.
- l. "Photo-In-Lieu Instrument" or "PIL" means a photocopy of an original paper check, other than a Substitute Check, created from a Check Image.
- m. "Remotely-Created Demand Draft" or "Demand Draft" means a paper item, other than a Substitute Check or PIL, that (i) is drawn on a Payor Customer account, (ii) does not bear the signature of the Payor Customer, and (iii) is authorized by the Payor Customer to be issued in the amount for which the item is drawn.
- n. "Substitute Check" means a paper check document that meets the definition of a "substitute check" in the Check Collection for the 21st Century Act as implemented by Regulation CC of the Federal Reserve Board.
- o. "Transaction Data" means any information obtained from Payor Customer's checks, Check Images, remittance slips or information entered by Customer into the Customer System, including without limitation MICR Data, check amount, Payor Customer address or check number.

3. Customer Authorizations and Notifications

Customer shall adhere to any and all applicable clearinghouse, local, state, or federal laws, rules or regulations, including but not limited to, obtaining all necessary consents and authorizations from, and/or providing all necessary disclosures and notifications to, its Payor Customers concerning the creation and use of the Payor Customers' checks or any other use of Transaction Data by Customer or Bank, and the conversion of Payor Customers' checks or check information to ACH Entries, Demand Drafts and/or Check Images (including subsequent Substitute Checks or PILs created from such Check Images). Customer is responsible for ascertaining the content, method, and frequency of any required authorizations and notifications.

4. Determination of Items Eligible for Electronic Deposit

a. Only original paper checks that qualify as a source document may be converted to an ARC Entry or POP Entry under NACHA Rules. Customer is responsible for maintaining current information in the OSED System or ECLD System on those Payor Customers that have opted-out of ARC Entry conversion. If Customer has selected a processing option that uses ACH Entries to collect payments from Payor Customers, Bank will apply certain automated internal edits and screens to the MICR Data and/or Check Images submitted by Customer to determine whether the original paper check is a source document that qualifies for conversion to an ACH Entry.

Customer acknowledges and agrees that Customer is the Originator of such ACH Entries under NACHA Rules regardless of whether Customer or Bank initiates the ACH Entry into the payment system. Bank shall have no liability to Customer or any other person in the event that a Payor Customer's check or check information is processed or converted by Bank to an ACH Entry, Check Image, Substitute Check, Demand Draft or PIL, and such check or check information was not eligible for any reason for processing as, or conversion to, such an item.

b. Only a draft, payable on demand, and drawn on or payable through or at an office of a bank, is eligible for deposit as a Check Image. Without limiting the generality of the preceding sentence, the following items are not eligible for deposit as Check Images under the Electronic Deposit Services, and Customer must deposit these original paper checks with Bank for collection: (i) checks, including travelers checks, that are drawn on banks located outside of the United States, (ii) checks payable in a medium other than U.S. dollars, (iii) non-cash items (as defined under Section 229.2(u) of Federal Reserve's Regulation CC), (iv) promissory notes and similar obligations, such as savings bonds, and (v) any other class of checks or drafts as identified by Bank to Customer from time to time.

5. Capture of Checks and Check Information

a. Depending on the parameters and product options selected by Customer, Customer shall be responsible for accurately capturing an image of each paper check, the MICR Data and the correct dollar amount of the check into the Customer System. In the event the condition of a paper check precludes a complete automated read, Customer shall be responsible for visually inspecting the check and repairing the MICR Data, if necessary. Customer shall be responsible for the inspection of all Check Images to ensure the legibility of the Check Image (including without limitation the dollar amount and signature of the drawer), for the repair of any MICR Data, and for ensuring that any and all information on a paper check is accurately captured and legible in the resulting Check Image and/or MICR Data and otherwise complies with any Check Image or MICR Data quality standards Bank may provide to Customer from time to time.

Customer acknowledges that current image technology may not capture all security features (e.g. watermarks) contained in the original paper checks, and agrees to assume any and all losses resulting from claims based on security features that do not survive the image process.

b. Customer further acknowledges that Bank does not verify the accuracy, legibility or quality of the Check Image or MICR Data prior to processing an Electronic Deposit. Bank may in its sole discretion alter or amend MICR Data submitted in an Electronic Deposit in accordance with general banking and check collection practices, but Bank shall have no obligation to effect a repair or other alteration to the MICR Data.

c. Bank shall not be liable to Customer for failure to process an Electronic Deposit, or any error that results in processing or collecting an Electronic Deposit, for which Customer has not provided Bank with full and correct MICR Data and dollar amount from the original paper check, for which Customer has not provided an accurate and legible image of the original paper check, or which would violate these Terms and Conditions, the User Manuals or any other agreement between Customer and Bank.

6. Upload of Electronic Deposit to Bank

a. Customer shall upload the Electronic Deposit transmission (containing one or more Electronic Deposits) to Bank prior to the daily cut-off time established by Bank from time to time. Any Electronic Deposit transmission received by Bank after its daily cut-off time shall be deemed to have been received by Bank at the opening of its next banking day. Performance of the Electronic Deposit Services may be affected by external factors such as communication networks latency. Customer is responsible for the transmission of the Electronic Deposit until the OSED

System or the ECLD System reports a successful acknowledgement of receipt of the transmission.

b. An Electronic Deposit is received when the entire Electronic Deposit transmission in which that Electronic Deposit is contained is received by Bank in accordance with Section 6a. If only a portion of that Electronic Deposit transmission is received by Bank for any reason, including without limitation a failure during the transmission to Bank, the Electronic Deposit transmission is deemed to have been not received by Bank with respect to any Electronic Deposit contained in that Electronic Deposit transmission (including any Check Image contained in the portion of that Electronic Deposit transmission that was received).

c. Bank will process Electronic Deposit transmission received from Customer either via ACH Processing, or via Check Image/Substitute Check Collection, according to the parameters and product options selected by Customer.

7. Collection of Check Images and MICR Data

Bank may in its sole discretion determine the manner in which Bank will seek to collect a Check Image and/or MICR Data deposited by Customer. Without limiting the generality of the preceding sentence, Bank may, at its option: (i) present or transfer the Check Image or MICR Data to the paying bank, a Federal Reserve Bank, image exchange network, or other collecting bank; (ii) create a Substitute Check, a Demand Draft or a PIL from the Check Image and/or MICR Data and collect such item, or (iii) request that Customer provide to Bank the original paper check from which the Check Image and/or MICR Data was created and then collect the original paper check.

8. Returns

a. Customer agrees that Bank may charge the account of Customer for any and all returned items and ACH Entries, including a returned Check Image, a returned Substitute Check or a returned Demand Draft or PIL that relates to the original paper check.

b. Bank will provide Customer with a report of Check Images, paper items and ACH Entries that are returned. If Bank receives a Check Image as a return, Bank may provide Customer with: (i) a report of returned Check Images, (ii) an image file of returned Check Images, or (iii) Substitute Checks or other copies created from the returned Check Images. Bank is not obligated to produce a Substitute Check from a returned Check Image.

c. If Customer elects to have its returned paper items directed to another financial institution or entity apart from Bank, Bank shall not be liable for any late returned items. Customer shall indemnify and hold Bank harmless from and against, any liability, loss or damage (including attorneys' fees and other costs incurred in connection therewith) relating to or arising out of any late returned item, including those claimed or incurred under Regulation CC of the Board of Governors of the Federal Reserve System ("Regulation CC") or for any breach of warranty claim.

9. Representation of Returned Electronic Deposit

a. If Customer identifies to Bank a returned ARC Entry as being returned because the original paper check was ineligible as a source document for the ARC Entry, Bank shall use reasonable efforts to collect the check related to the ARC Entry by creating, in Bank's sole discretion, a Substitute Check, a Demand Draft or a PIL from the image of the related original paper check. Customer represents and warrants to Bank that Customer has obtained all necessary and appropriate authorizations from its Payor Customers for Bank to create, and present for payment to Payor Customer's financial institution, any such Substitute Check, Demand Draft or PIL.

b. In the event Bank in its sole discretion determines that it requires the original paper check for representment, in order to collect a returned Check Image, ACH Entry, Substitute Check, Demand Draft or PIL, Customer shall be responsible for providing to Bank the original paper check, or if the original paper check has been destroyed, for obtaining a replacement check from the Payor Customer.

c. If Customer elects to use Bank's ACH staged return process, Customer shall be solely responsible for transactions that are reinitiated based on staged returns and shall comply with all applicable laws, rules and regulations governing such transactions, including but not limited to the NACHA Rules and Regulation E.

10. Storage of Check Images

Bank shall store Check Images, MICR Data and ACH Entry information on the OSED System or ECLD System, and shall make Check Images, MICR Data or ACH Entry information available to Customer according to the User Manuals and fee schedule. If Customer terminates the Electronic Deposit Services, Customer may purchase CDs or an FTP transmission which includes the Check Images, MICR Data or ACH Entry information processed through the Electronic Deposit Services at the price outlined in the fee schedule.

11. Substitute Check Received for Deposit

Bank reserves the right to reject the deposit (as an Electronic Deposit or otherwise) of a Substitute Check that was created by another financial institution, Customer, Payor Customers or any other person.

12. No Authorization to Create Substitute Checks

Customer agrees that Customer and any of its agents may not use the Check Images created by, or stored in, the OSED System or ECLD System to print a Substitute Check for any reason.

13. Retention and Destruction of Original Paper Checks

Customer shall comply with all requirements under the NACHA rules to destroy original paper checks that are source documents for ACH Entries. For original paper checks that were imaged and were not used as source documents for ACH Entries, Customer may determine how long to hold such original paper checks prior to destruction. At Bank's request, Customer shall provide the original paper check to Bank if the original paper check has not been destroyed by Customer and Bank needs the original paper check to process a payment or resolve a dispute arising from an Electronic Deposit.

14. Remittance Documentation

For OSED Services, Customer may use Customer System to scan and read remittance documents associated with check payment. Bank disclaims any and all responsibility and/or liability associated with this use of the Customer System.

15. Representations and Warranties

With respect to each Check Image or Electronic Deposit that Customer transmits to Bank, Customer is deemed to make to Bank any representation or warranty that Bank makes, under

applicable law, clearinghouse rule, Federal Reserve Operating Circular, bi-lateral agreement or otherwise, to any person (including without limitation a collecting bank, a Federal Reserve Bank, a Receiving Depository Financial Institution, a paying bank, a returning bank, the drawee, the drawer, any endorser, or any other transferee) when Bank transfers, presents or originates the Electronic Deposit or Check Image, or a Substitute Check, Demand Draft, PIL, or ACH Entry created from that Check Image or MICR Data.

16. Customer Responsibility

With respect to each Check Image or Electronic Deposit that Customer transmits to Bank, Customer shall indemnify and hold Bank harmless from and against any and all claims, demands, damages, losses, liabilities, penalties and expenses (including, without limitation, reasonable attorney fees and court costs at trial or on appeal) arising directly or indirectly: (a) from Customer's breach of a representation or warranty as set forth in Section 15, (b) as a result of any act or omission of Customer in the capturing, creation or transmission of the Check Image or Electronic Deposit, including without limitation the encoding of the MICR Data from the original paper check; (c) from any duplicate, fraudulent or unauthorized check, Check Image, Substitute Check, Demand Draft, PIL or ACH Entry; or (d) from any other act or omission arising out of Bank's action or inaction taken pursuant to any request by Customer or pursuant to this Agreement. This Section 16 shall survive termination of the Agreement.

17. Limited Use

Customer may use the Electronic Deposit Services, the User Manual, and the OSED System or ECLD System for business use for as long as Bank in its sole discretion provides the Electronic Deposit Services to Customer. Customer shall return to Bank any Customer System software upon termination of the OSED Services.

18. Rules Applicable to Collection of Checks

Customer acknowledges and agrees that a Check Image, Substitute Check, Demand Draft or PIL may in the sole discretion of Bank be collected through one or more check clearinghouses, one or more Federal Reserve Banks, or an agreement with another depository institution. In such cases, the Check Image, Substitute Check, Demand Draft or PIL is subject to the rules of that clearinghouse, Federal Reserve Bank, or depository institution agreement.

19. Accuracy and Timeliness of Electronic Deposit Services

Bank will use reasonable efforts to provide the Electronic Deposit Services in a prompt fashion, but shall not be liable for temporary failure to provide the Electronic Deposit Services in a timely manner. In such event, Customer shall be responsible for carrying out banking business through alternative channels. Bank shall not be liable for any inaccurate or incomplete information with respect to transactions which have not been completely processed or posted to Bank's deposit or payments system prior to being made available pursuant to the Electronic Deposit Services. Information with respect to all transactions is provided solely for Customer's convenience, and Customer shall have no recourse to Bank as to use of such information.

20. User Manual

Bank will provide Customer with a user manual ("User Manual") in paper or electronic format that will set forth the OSED Services' or ECLD services' policies and procedures with which Customer agrees to comply. Bank may, without prior notification, make amendments to any User Manual. Bank owns or has obtained all proprietary rights to the User Manual and Customer agrees not to duplicate, distribute or otherwise copy the User Manual without Bank's prior written consent. The User Manual will at all times remain the property of Bank, and Bank reserves the right to request Customer to return all printed copies of the User Manual within thirty (30) days of termination of the Electronic Deposit Services.

21. Security Procedures

Customer shall comply with all security procedures for the Electronic Deposit Services that are established by Bank or set forth in the User Manuals. Customer is solely responsible for (i) maintaining its own internal security procedures, (ii) safeguarding the security and confidentiality of Transaction Data, Check Images and other information that is either stored on the Customer System, OSED System or ECLD System, or downloaded to Customer's other computer/data systems, and (iii) preventing errors or unauthorized access to the Customer System, or the OSED System or ECLD System.

APPENDIX E
STANDARDS OF PERFORMANCE-BASED FEE

FY 2011
BATTELLE PERFORMANCE EVALUATION AND MEASUREMENT PLAN
FOR
MANAGEMENT AND OPERATIONS OF THE
PACIFIC NORTHWEST NATIONAL LABORATORY

**APPENDIX E
STANDARDS OF PERFORMANCE-BASED FEE**

FY 2011

BATTELLE PERFORMANCE EVALUATION AND MEASUREMENT PLAN

FOR

MANAGEMENT AND OPERATIONS OF THE

PACIFIC NORTHWEST NATIONAL LABORATORY



**Michael J Weis, Manager
Pacific Northwest Site Office**

9/30/2010
Date

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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 Battelle's (hereafter referred to as "the Contractor") performance regarding the management and operations of the Pacific Northwest National Laboratory (hereafter referred to as "the Laboratory") for the evaluation period from October 1, 2010, through September 30, 2011. 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.

This document also describes the distribution of the total available performance-based fee and the methodology for determining the amount of fee earned by the Contractor as stipulated within the clauses entitled, "Determining Total Available Performance Fee and Fee Earned," "Conditional Payment of Fee, Profit, or Incentives," and "Total Available Fee: Base Fee Amount and Performance Fee Amount." In partnership with the Contractor and other key customers, the Department of Energy (DOE) Headquarters (HQ) and the Site Office have defined the measurement basis that serves as the Contractor's performance-based evaluation and fee determination.

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 and fee determination 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 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, as well as how the performance-based incentives fee earned (if any) will be determined. As applicable, also provides information on the award term eligibility requirements.

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.

In accordance with the Contract Clause entitled "Determining Total Available Performance Fee and Fee Earned", the annual total available performance fees for FY 2011 shall be \$9,000,000.

I. DETERMINING THE CONTRACTOR'S PERFORMANCE RATING AND PERFORMANCE-BASED FEE

The FY 2011 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 (S&T) and for Management and Operations (M&O). No overall rollup grade will be provided. The rollup of the performance of each Goal will then be utilized to determine the Contractor numerical score for S&T and M&O (see Table A below). These initial numerical scores for S&T and M&O will then be adjusted based on the numerical score for Goal 4.0 (see Table B below). The resulting overall final numerical score derived for S&T will be utilized to determine the amount of available fee that may be earned (see Table D). The resulting overall final numerical score derived for M&O will be utilized to determine the multiplier to be applied (see Table D) to the S&T fee earned to determine the final amount of fee earned for FY 2011. 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); and other outside agency reviews (OIG, GAO, DCAA, etc.), as 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 score 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.

For the three S&T Goals (1.0 – 3.0) the Contractor shall be evaluated against the defined levels of performance provided for each Objective under the S&T Goals. The Contractor performance under Goal 4.0 will also be evaluated using the defined levels of

performance described for the three Objectives under Goal 4.0. The descriptions for these defined levels of performance are included in Section II.

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 four M&O Goals (5.0 – 8.0) 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 (5.0 – 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.

Definitions for the grading scale for the Goal 5.0 – 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

Letter Grade	Numerical Grade	Definition
		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 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

This year, as was the case last year, the Goals may contain Notable Outcomes to highlight to 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.

Calculating Individual Goal Scores and Letter Grades:

Each Objective is assigned the earned numerical score by the evaluating office as stated above. The Goal rating is then computed by multiplying the numerical score by the weight of each Objective within a Goal. These values are then added together to develop an overall numerical score for each Goal. For the purpose of determining the final Goal grade, the raw numerical score 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 C. 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 scores to the Goal grade. Utilizing the raw numerical grade for each Goal within Table A, below, the scores for each of the S&T and M&O Goals are then multiplied by the weight assigned and these are summed to provide an overall raw numerical score for each.

As stated above the raw numerical score from each calculation shall be carried through to the next stage of the calculation process. The raw numerical score for Science and Technology and Management and Operations will be rounded to the nearest tenth of a point for purposes of determining fee as indicated in Table C. 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 Score	Letter Grade	Weight
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%
Initial S&T Score			
4.0 Leadership and Stewardship of the Laboratory ²			
M&O Performance Goal	Numerical Score	Letter Grade	Weight
5.0 Integrated Safety, Health, and Environmental Protection			25%
6.0 Business Systems			25%
7.0 Operating, Maintaining, and Renewing Facility and Infrastructure Portfolio			25%
8.0 Integrated Safeguards and Security Management and Emergency Management Systems			25%
Initial M&O Score			

Table A. FY 2011 Contractor Evaluation Initial Numerical Score Calculation

	Numerical Score	Weight
Initial S&T Score		0.75
Goal 4.0		0.25
Final S&T Score		
Initial M&O Score		0.75
Goal 4.0		0.25
Final M&O Score		

Table B. FY 2011 Final S&T and M&O Score 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 C. FY 2011 Contractor Letter Grade Scale

¹ 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 cost for FY 2011.

² The Goal 4.0 score will only be used as an adjustment factor to determine the final S&T and M&O scores for the laboratory as shown in Table B.

Determining the Amount of Performance-Based Fee Earned:

The percentage of the available performance-based fee that may be earned by the Contractor shall be determined based on the overall weighted numerical score for the S&T Goals (see Table B, above) and then compared to Table D, below. The overall numerical grade of the M&O Goals from Table B shall then be utilized to determine the final fee multiplier (see Table D), which shall be utilized to determine the overall amount of performance-based fee earned for FY 2011 as calculated within Table D.

Overall Final Score from Table B.	Percent S&T Fee Earned	M&O Fee Multiplier
4.3	100%	100%
4.2		
4.1		
4.0	97%	100%
3.9		
3.8		
3.7	94%	100%
3.6		
3.5		
3.4	91%	100%
3.3		
3.2		
3.1		
3.0	88%	95%
2.9		
2.8		
2.7	85%	90%
2.6		
2.5		
2.4	75%	85%
2.3		
2.2		
2.1		
2.0	50%	75%
1.9		
1.8		
1.7	0%	60%
1.6		
1.5		
1.4		
1.3		
1.2		
1.1		
1.0 to 0.8	0%	0%
0.7 to 0.0	0%	0%

Table D. Performance-Based Fee Earned Scale

Overall Fee Determination	
Percent S&T Fee Earned from Table D.	
M&O Fee Multiplier from Table D.	X
Overall Earned Performance-Based Fee	

Table E. Final Percentage of Performance-Based Fee Earned Determination

Adjustment to the Letter Grade and/or Performance-Based Fee Determination:

Although the performance-based Goals and their corresponding Objectives shall be the primary means utilized in determining the Contractor’s performance grade and/or amount of performance-based fee earned, the Contracting Officer may unilaterally adjust the rating and/or reduce the otherwise earned fee based on the Contractor’s performance against all contract requirements as set forth in the Prime Contract. While reductions may be based on performance against any contract requirement, specific note should be made to contract clauses which address reduction of fee including, Standards of Contractor Performance Evaluation, DEAR 970.5215-1 – Total Available Fee: Base Fee Amount and Performance Fee Amount, and Conditional Payment of Fee, Profit, and Other Incentives – Facility Management Contracts. Data to support rating and/or fee 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.), as needed.

The adjustment of a grade and/or reduction of otherwise earned fee will be determined by the severity of the performance failure and consideration of mitigating factors. DEAR 970.5215-3 Conditional Payment of Fee, Profit, and Other Incentives – Facility Management Contracts is the mechanism used for reduction of fee as it relates to performance failures related to safeguarding of classified information and to adequate protection of environment, health and safety. Its guidance can also serve as an example for reduction of fee in other areas.

The final Contractor performance-based grades for each Goal and fee earned determination 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 and/or fee adjustments made from the otherwise earned rating/fee based on Performance Goal achievements.

II. PERFORMANCE GOALS, OBJECTIVES & NOTABLE OUTCOMES

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 demonstrated performance by the laboratory, and on a set of Notable Outcomes that focus laboratory leadership on the specific items that are the most important initiatives and highest risk issues the laboratory must address during the year. These Notable Outcomes should be objective, measurable, and results-oriented to allow for a definitive determination of whether or not the specific outcome was achieved at the end of the year.

Performance Goals, Objectives, and Notable Outcomes

The following sections describe the Performance Goals, their supporting Objectives, and associated Notable Outcomes for FY 2011.

1.0 Provide for Efficient and Effective Mission Accomplishment

The science and technology programs at the Laboratory produce high-quality, original, and creative results that advance science and technology; demonstrate sustained scientific progress and impact; receive appropriate external recognition of accomplishments; and contribute to overall research and development goals of the Department and its customers.

The weight of this Goal is TBD%.

The Provide for Efficient and Effective Mission Accomplishment 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 Office of Science, 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 Tables 1.1, 1.2, & 1.3). 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 cost for FY 2011.

- Office of Science (SC) (TBD%)
- Office of Defense Nuclear Nonproliferation (DNN) (TBD%)
- Department of Homeland Security (DHS) (TBD%)
- Office of Intelligence (IN) (TBD%)
- Assistant Secretary for Energy Efficiency and Renewable Energy (EERE) (TBD%)
- Office of Environment (EM) (TBD%)

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 1.4 below). The overall score earned is then compared to Table 1.5 to determine the overall letter grade for this Goal. The Contractor's success in meeting each Objective shall be determined based on the Contractor's performance as viewed by the Office of Science, other cognizant HQ Program Offices, and other customers 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 cost for FY 2011 as compared to the total cost for those remaining HQ Program Offices.

Objectives:

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

In assessing the performance of the Laboratory against this Objective, the following assessment elements should be considered:

- Performance of the Laboratory with respect to proposed research plans;
- Performance of the Laboratory with respect to community impact and peer review; and
- Performance of the Laboratory with respect to impact to DOE mission needs.

The following is a sampling of factors to be considered in determining the level of performance for the Laboratory against this Objective. The evaluator(s) may consider the following as measured through progress reports, peer reviews, Field Work Proposals (FWPs), Program Office reviews/oversight, etc.

- Impact of publications on the field, as measured primarily by peer review;
- Impact of S&T results on the field, as measured primarily by peer review;
- Impact of S&T results outside the field indicating broader interest;
- Impact of S&T results on DOE or other customer mission(s);
- Successful stewardship of mission-relevant research areas;
- Delivery on proposed S&T plans;
- Significant awards (Nobel Prizes, R&D 100, FLC, 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.

Letter Grade	Definition
A+	In addition to satisfying the conditions for B+ <ul style="list-style-type: none"> • There are <i>significant research areas for which the Laboratory has exceeded the expectations</i> of the proposed research plans <i>in significant ways through creative, new, or unconventional methods that allow greater scientific reach than expected.</i> • S&T conducted at the Laboratory <i>has resolved one of the most critical questions in the field, or has changed the way the research community thinks about a particular field through paradigm shifting discoveries that would be considered the most influential discovery of the decade for that field.</i> • S&T conducted at the Laboratory <i>provided major advances that significantly accelerate DOE or other customer mission(s).</i>
A	In addition to satisfying the conditions for B+ <ul style="list-style-type: none"> • There are <i>important examples</i> where the Laboratory <i>exceeded the expectations</i> of the proposed research plans <i>in significant ways through creative, new, or unconventional methods that allow greater scientific reach than expected.</i> • <i>All areas</i> of S&T conducted at the Laboratory are of <i>exceptional or outstanding</i> merit and quality. • S&T conducted at the Laboratory has <i>significant positive impact</i> to DOE or other customer missions.

Letter Grade	Definition
A-	<p>In addition to satisfying the conditions for B+</p> <ul style="list-style-type: none"> • There are <i>important examples</i> where the Laboratory <i>exceeded the expectations</i> of the proposed research plans. • <i>Significant areas</i> of S&T conducted at the Laboratory are of <i>exceptional or outstanding</i> merit and quality. • S&T conducted at the Laboratory <i>significantly impact</i> DOE or other customer missions.
B+	<p>The Laboratory has achieved each of the following objectives:</p> <ul style="list-style-type: none"> • The Laboratory has successfully executed proposed research plans. • S&T conducted at the Laboratory are of <i>high</i> scientific merit and quality • S&T conducted at the Laboratory <i>advance</i> DOE or other customer missions.
B	<ul style="list-style-type: none"> • The Laboratory has successfully executed proposed research plans. • S&T conducted at the Laboratory <i>advance</i> DOE or other customer missions. <p>BUT the Laboratory fails to meet the conditions for B+ for <i>at least one</i> of the following reasons:</p> <ul style="list-style-type: none"> • S&T conducted at the Laboratory are <i>not uniformly of high</i> merit and quality OR <i>some areas of research, previously supported, have become uncompetitive</i> OR <i>the Laboratory does not produce sufficiently competitive proposals to receive program support at a level commensurate with its unique capabilities.</i>
B-	<p>The Laboratory fails to meet the conditions for B+ for <i>at least one</i> of the following reasons:</p> <ul style="list-style-type: none"> • The Laboratory has <i>failed to successfully execute</i> proposed research plans <i>but contingencies were in place such that no funding was or will be terminated.</i> OR S&T conducted at the Laboratory <i>does little to advance</i> DOE or other customer missions. • <i>Significant areas of S&T</i> conducted at the Laboratory are <i>not of high</i> merit and quality OR <i>some areas of research, previously supported, have become uncompetitive</i> OR <i>the Laboratory do not produce sufficiently competitive proposals to receive program support at a level commensurate with its unique capabilities.</i>
C	<p>The Laboratory fails to meet the conditions for B+ for <i>at least one</i> of the following reasons:</p> <ul style="list-style-type: none"> • <i>In several significant aspects,</i> the Laboratory <i>failed to deliver</i> on proposed research plans <i>using available resources such that some funding was or will be terminated</i> OR S&T conducted at the Laboratory <i>failed to contribute to</i> DOE or other customer missions • <i>Significant areas of S&T</i> conducted at the Laboratory are of <i>poor</i> merit and quality OR <i>some areas of research, previously supported, have become uncompetitive</i> AND <i>the Laboratory does not produce sufficiently competitive proposals to receive program support at a level commensurate with its unique capabilities.</i>
D	<p>The Laboratory fails to meet the conditions for B+ for <i>at least one</i> of the following reasons:</p> <ul style="list-style-type: none"> • <i>Multiple program elements at</i> the Laboratory <i>failed to deliver</i> on proposed research plans <i>using available resources such that significant funding was or will be terminated.</i> • <i>Multiple significant areas of S&T</i> conducted at the Laboratory are of <i>poor</i> merit and quality OR <i>some areas of research, previously supported, have become uncompetitive</i> AND <i>the Laboratory does not produce sufficiently competitive proposals to receive program support at a level commensurate with its unique capabilities.</i> • S&T conducted at the Laboratory <i>failed to contribute to</i> DOE or other customer missions.
F	<p>The Laboratory fails to meet the conditions for B+ for <i>at least one</i> of the following reasons:</p> <ul style="list-style-type: none"> • <i>Multiple program elements at</i> the Laboratory <i>failed to deliver</i> on proposed research plans <i>using available resources resulting in total termination of funding.</i> • <i>Multiple significant areas of S&T</i> conducted at the Laboratory are of <i>poor</i> merit and quality OR <i>some areas of research, previously supported, have become uncompetitive</i> AND <i>the Laboratory does not produce sufficiently competitive proposals to receive program support at a level commensurate with its unique capabilities</i> OR <i>the Laboratory has been found to have engaged in gross scientific incompetence and/or scientific fraud.</i> • S&T conducted at the Laboratory <i>failed to contribute to</i> DOE or other customer missions.

1.2 Provide Quality Leadership in Science and Technology that Advances Community Goals and DOE Mission Goals

In assessing the performance of the Laboratory against this Objective, the following assessment elements should be considered:

- Innovativeness / Novelty of research ideas put forward by the Laboratory;
- Extent to which Laboratory staff members take on substantive or formal leadership roles in their community;
- Extent to which Laboratory staff members take on formal leadership roles in DOE and SC activities; and
- Extent to which Laboratory staff members contribute thoughtful and thorough peer reviews and other research assessments as requested by DOE and SC.

The following is a sampling of factors to be considered in determining the level of performance for the Laboratory against this Objective. The evaluator(s) may consider the following as measured through progress reports, peer reviews, Field Work Proposals (FWPs), 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 previous risky decisions by the PI/research staff have 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 and quality of collaborative efforts;
- Staff members visible in leadership positions in the scientific community;
- Involvement in professional organizations, National Academies, panels and workshops,
- Effectiveness in driving the direction and setting the priorities of the community in a research field; and
- Success in competition for resources.

Letter Grade	Definition
A+	<p>In addition to satisfying the conditions for B+, the following conditions hold for ALL Laboratory staff:</p> <ul style="list-style-type: none"> • Laboratory staff members have <i>leadership positions</i> in professional organizations AND <i>in National Academy or equivalent panels to discuss and determine further research directions</i>; • Laboratory staff members have <i>leadership positions</i> in DOE sponsored workshops and strategic planning activities, for example, Laboratory staff members chair or co-chair DOE-sponsored workshops and strategic planning activities. • The Laboratory program consistently produces and submits competitive proposals that challenge convention and open <i>significant new fields</i> for research that are well aligned with DOE mission needs and <i>the Laboratory has a strong recognized role in setting priorities and driving the direction in key research areas and are internationally recognized leaders in the field.</i> • Laboratory staff hold <i>leadership positions</i> in multi-institutional research collaborations.
A	<p>In addition to satisfying the conditions for B+</p> <ul style="list-style-type: none"> • Laboratory staff members have <i>leadership positions</i> in professional organizations AND <i>staff has contributing role in National Academy or equivalent panels to discuss further research directions</i>; • Laboratory staff members have <i>leadership positions</i> in DOE sponsored workshops and strategic planning activities. • The Laboratory program consistently produces and submits competitive proposals that challenge convention and open <i>significant new fields</i> for research that are well aligned with DOE mission needs and <i>the Laboratory has a strong recognized role in setting priorities and driving the direction in key research areas.</i> • Laboratory staff hold <i>leadership positions</i> in multi-institutional research collaborations.
A-	<p>In addition to satisfying the conditions for B+</p> <ul style="list-style-type: none"> • Laboratory staff members have <i>leadership positions</i> in professional organizations OR <i>staff has contributing role in National Academy or equivalent panels to discuss further research directions</i>; • Laboratory staff members have <i>leadership positions</i> in DOE sponsored workshops and strategic planning activities. • The Laboratory program consistently submits competitive proposals that challenge convention and open <i>significant new avenues</i> for research that are well aligned with DOE mission needs. • Laboratory staff hold <i>leadership positions</i> in multi-institutional research collaborations.
B+	<p>The Laboratory has achieved each of the following objectives:</p> <ul style="list-style-type: none"> • Laboratory staff members are <i>active participants</i> in professional organizations, committees, and activities, and take on leadership responsibilities commensurate with experience and expertise. • Laboratory staff members are <i>active participants</i> in DOE sponsored workshops and strategic planning activities. • Laboratory staff members contribute thoughtful and thorough peer review in a timely manner, when requested by DOE. • The Laboratory program consistently provides competitive proposals that challenge convention and open new avenues for research that are well aligned with DOE mission needs. • Laboratory staff are <i>active participants</i> in multi-institutional research collaborations

Letter Grade	Definition
B	<ul style="list-style-type: none"> • Laboratory staff members contribute thoughtful and thorough peer review in a timely manner, when requested by DOE. • The Laboratory program consistently provides competitive proposals that challenge convention and open new avenues for research that are well aligned with DOE mission needs. <p>BUT the Laboratory fails to meet the conditions for B+ for <i>at least one</i> of the following reasons:</p> <ul style="list-style-type: none"> • Although <i>regular participants</i> in professional organizations, committees, and activities, <i>the extent to which staff take on leadership roles falls short of what would be expected, given the level of experience and expertise of the staff.</i> • Although <i>regular participants</i> in DOE sponsored workshops and strategic planning activities, <i>the extent to which staff take on leadership roles falls short of what would be expected, given the level of experience and expertise of the staff.</i> • Although <i>active members of multi-institutional research collaborations</i>, <i>the extent to which staff take on leadership roles falls short of what would be expected, given the level of experience and expertise of the staff.</i>
B-	<ul style="list-style-type: none"> • Laboratory staff members contribute thoughtful and thorough peer review in a timely manner, when requested by DOE. <p>BUT the Laboratory fails to meet the conditions for B+ for <i>at least one</i> of the following reasons:</p> <ul style="list-style-type: none"> • The Laboratory program submits competitive proposals <i>but these either lack innovation or are not well aligned with DOE mission needs.</i> • Laboratory staff are <i>infrequent participants</i> in professional organizations, committees, and activities, and <i>the extent to which staff take on leadership roles falls short of what would be expected, given the level of experience and expertise of the staff.</i> • Laboratory staff are <i>infrequent participants</i> in DOE sponsored workshops and strategic planning activities, and <i>the extent to which staff take on leadership roles falls short of what would be expected, given the level of experience and expertise of the staff.</i> • Although <i>active members of multi-institutional research collaborations</i>, <i>the extent to which staff take on leadership roles falls short of what would be expected, given the level of experience and expertise of the staff.</i>
C	<p>The Laboratory fails to meet the conditions for B+ for <i>at least one</i> of the following reasons:</p> <ul style="list-style-type: none"> • Laboratory staff members <i>do not reliably</i> contribute thoughtful and thorough peer review in a timely manner, when requested by DOE. • <i>Some areas of research, previously supported, are no longer competitive.</i> • Laboratory staff members are <i>infrequent participants</i> in professional organizations, committees, and activities, AND <i>the extent to which staff take on leadership roles falls short of what would be expected, given the level of experience and expertise of the staff.</i> • Laboratory staff members are <i>infrequent participants</i> in DOE sponsored workshops and strategic planning activities, and <i>the extent to which staff take on leadership roles falls short of what would be expected, given the level of experience and expertise of the staff.</i> • Although Laboratory staff members are <i>active members of multi-institutional research collaborations</i>, <i>the extent to which staff take on leadership roles falls short of what would be expected, given the level of experience and expertise of the staff.</i>
D	<p>The Laboratory fails to meet the conditions for B+ because <i>the Laboratory staff are working on problems that are no longer at the forefront of science and are considered mundane.</i></p>
F	<p>Review has found the Laboratory staff to be <i>guilty of gross scientific incompetence and/or scientific fraud.</i></p>

Notable Outcomes

- BES: Deliver impactful science for the Energy Frontier Research Center: “Center for Molecular Electrocatalysis.” (Objective 1.1)

Science Program Office ³	Letter Grade	Numerical Score	Weight	Weighted Score	Overall Score
Office of Advanced Scientific Research					
1.1 Impact			50%		
1.2 Leadership			50%		
Overall ASCR Total					
Office of Basic Energy Sciences					
1.1 Impact			50%		
1.2 Leadership			50%		
Overall BES Total					
Office of Biological and Environmental Research					
1.1 Impact			60%		
1.2 Leadership			40%		
Overall BER Total					
Office of Fusion Energy Sciences					
1.1 Impact			50%		
1.2 Leadership			50%		
Overall FES Total					
Office of Workforce Development for Teachers and Scientists					
1.1 Impact			40%		
1.2 Leadership			60%		
Overall WDTS Total					

Table 1.1 – 1.0 SC Program Office Performance Goal Score Development

Science Program Office	Letter Grade	Numerical Score	Funding Weight (Cost)	Weighted Score	Overall Weighted Score
Office of Advanced Scientific Research			TBD%		
Office of Basic Energy Sciences			TBD%		
Office of Biological and Environmental Research			TBD%		
Office of Fusion Energy Sciences			TBD%		
Office of Workforce Development for Teachers and Scientists			TBD%		
Performance Goal 1.0 Total					

Table 1.2 – SC Program Office Overall Performance Goal Score Development⁴

³ A complete listing of the S&T Goals & Objectives weightings for the SC Programs is provided within Attachment I to this plan.

⁴ 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 Cost for FY 2011.

HQ Program Office ⁵	Letter Grade	Numerical Score	Weight	Weighted Score	Overall Score
Office of Defense Nuclear Nonproliferation					
1.1 Impact			60%		
1.2 Leadership			40%		
Overall DNN Total					
Department of Homeland Security					
1.1 Impact			60%		
1.2 Leadership			40%		
Overall DHS Total					
Assistant Secretary for Energy Efficiency and Renewable Energy					
1.1 Impact			60%		
1.2 Leadership			40%		
Overall EERE Total					
Office of Intelligence					
1.1 Impact			55%		
1.2 Leadership			45%		
Overall IN Total					
Office of Environmental Management					
1.1 Impact			40%		
1.2 Leadership			60%		
Overall EM Total					

Table 1.3 – 1.0 Other Program Office & Customer Performance Goal Score Development

HQ Program Office	Letter Grade	Numerical Score	Funding Weight (Cost)	Weighted Score	Overall Weighted Score
Office of Science			TBD%		
Office of Defense Nuclear Nonproliferation			TBD%		
Department of Homeland Security			TBD%		
Office of Energy Efficiency and Renewable Energy			TBD%		
Office of Intelligence			TBD%		
Office of Environmental Management			TBD%		
Performance Goal 1.0 Total					

Table 1.4 – Overall Performance Goal Score Development⁶

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
Final Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F

Table 1.5 – 1.0 Goal Final Letter Grade

⁵ A complete listing of the S&T Goals & Objectives weightings for the other Programs and other customers is provided within Attachment I to this plan

⁶ 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 Cost for FY 2011.

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

The Laboratory 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%.

The Provide for Efficient and Effective Design, Fabrication, Construction and Operations of Research Facilities Goal shall measure the overall effectiveness and performance of the Contractor in planning for and delivering leading-edge specialty research and/or user 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 these 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 Office of Science, 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 Tables 2.1, 2.2, & 2.3). 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 cost for FY 2011.

- Office of Science (SC) (100%)

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 2.2 below). The overall score earned is then compared to Table 2.3 to determine the overall letter grade for this Goal. The Contractor's success in meeting each Objective shall be determined based on the Contractor's performance as viewed by the Office of Science.

Objectives:

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

In assessing the performance of the Laboratory against this Objective, the following assessment elements should be considered:

- The Laboratory's delivery of accurate and timely information required to carry out the critical decision and budget formulation process;

- The Laboratory’s ability to meet the intent of DOE Order 413.3, Program and Project Management for the Acquisition of Capital Assets;
- The extent to which the Laboratory appropriately assesses risks and contingency needs; and
- The extent to which the Laboratory is effective in its unique management role and partnership with HQ.

The following is a sampling of factors to be considered in determining the level of performance for the Laboratory against this Objective. The evaluator(s) may consider the following as measured through progress reports, peer reviews, Field Work Proposals (FWPs), Program Office reviews/oversight, etc.

- The quality of the scientific justification for proposed facilities resulting from preconceptual R&D;
- The technical quality of conceptual and preliminary designs and the credibility of the associated cost estimates
- The credibility of plans for the full life cycle of proposed facilities including financing options;
- The leveraging of existing facilities and capabilities of the DOE Laboratory complex in plans for proposed facilities; and
- The novelty and potential impact of new technologies embodied in proposed facilities.

Letter Grade	Definition
A+	In addition to satisfying all conditions for B+; the Laboratory <i>exceeds expectations</i> in <i>all</i> of these categories: <ul style="list-style-type: none"> • The Laboratory is recognized by the research community as the leader for making the science case for the acquisition; • The Laboratory takes the initiative to demonstrate and thoroughly document the potential for transformational scientific advancement. • Approaches proposed by the Laboratory are widely regarded as innovative, novel, comprehensive, and potentially cost-effective. • Reviews repeatedly confirm strong potential for scientific discovery in areas that support the Department’s mission, and potential to change a discipline or research area’s direction. • The Laboratory identifies, analyzes and champions novel approaches for acquiring the new capability, including leveraging or extending the capability of existing facilities and financing and these efforts result in significant cost estimate and/or risk reductions without loss or, or while enhancing capability.
A	In addition to satisfying all conditions for B+, <i>all</i> of the following conditions are also met: <ul style="list-style-type: none"> • The Laboratory is recognized by the research community as a leader for making the science case for the acquisition; • The Laboratory takes the initiative to demonstrate the potential for revolutionary scientific advancement working in partnership with HQ • The Laboratory identifies, analyzes, and champions, to HQ and Site office, novel approaches for acquiring the new capability, including leveraging or extending the capability of existing facilities and financing.

Letter Grade	Definition
A-	In addition to satisfying all conditions for B+, <i>all</i> of the following conditions are also met: <ul style="list-style-type: none"> The approaches proposed by the Laboratory 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+	The Laboratory has achieved each of the following objectives: <ul style="list-style-type: none"> The Laboratory displays leadership and commitment in the development of 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). Documentation requested by the programs is provided in a timely and thorough manner. The Laboratory keeps DOE appraised 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. The Laboratory solves problems and addresses issues to avoid adverse impacts to the project.
B	The Laboratory fails to meet expectations in one of the areas listed under B+.
B-	The Laboratory fails to meet expectations in several of the areas listed under B+
C	The Laboratory fails to meet the expectations in several of the areas listed under B+ AND the required analyses and documentation developed by the Laboratory are EITHER not innovative, OR reflect a lack of commitment and leadership.
D	The Laboratory fails to meet the expectations in several of the areas listed under B+ AND the Laboratory fails to provide a compelling justification for the acquisition.
F	The Laboratory fails to meet the expectations in several of the areas listed under B+ AND the approaches proposed by the Laboratory are based on fraudulent assumptions; the science case is weak to non-existent, and 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 assessing the performance of the Laboratory against this Objective, the following assessment elements should be considered:

- The Laboratory's adherence to DOE Order 413.3 Project Management for the Acquisition of Capital Assets;
- Successful fabrication of facility components by the Laboratory;
- The Laboratory's effectiveness in meeting construction schedule and budget;
- The quality of key Laboratory staff overseeing the project(s); and
- The extent to which the Laboratory maintains open, effective, and timely communication with HQ regarding issues and risks.

Letter Grade	Definition
A+	In addition to satisfying all conditions for A, <ul style="list-style-type: none"> There is high confidence throughout the execution phase that the project will be completed <i>significantly</i> under budget and/or ahead of schedule while meeting or exceeding all performance baselines;

Letter Grade	Definition
A	<p>In addition to satisfying all conditions for B+,</p> <ul style="list-style-type: none"> • The Laboratory has identified and implemented practices that would allow the project scope to be <i>significantly expanded</i> if such were desirable, without impact on baseline cost or schedule; • The Laboratory <i>always</i> provides <i>exemplary</i> project status reports on time to DOE and takes the initiative to communicate emerging problems or issues. • Reviews identify environment, safety and health practices to be <i>exemplary</i>. • There is high confidence throughout the execution phase that the project will meet its cost/schedule performance baseline;
A-	<p>In addition to satisfying all conditions for B+,</p> <ul style="list-style-type: none"> • The Laboratory has identified practices that would allow for the project scope to be expanded if such were desirable, without impact on baseline cost or schedule; • Problems are identified and corrected by the Laboratory promptly, with no impact on scope, cost or schedule • The Laboratory provides <i>particularly useful</i> project status reports on time to DOE and regularly takes the initiative to communicate emerging problems or issues. • Reviews identify environment, safety and health practices to <i>exceed expectations</i>. • There is high confidence throughout the execution phase that the project will meet its cost/schedule performance baseline;
B+	<p>The Laboratory has achieved each of the following objectives</p> <ul style="list-style-type: none"> • 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	<p>The Laboratory provides sustained leadership and commitment to environment, safety and health BUT</p> <ul style="list-style-type: none"> • The project fails to meet expectations in <i>one</i> of the remaining areas listed under B+.
B-	<p>The Laboratory provides sustained leadership and commitment to environment, safety and health BUT</p> <ul style="list-style-type: none"> • The project fails to meet expectations in <i>several</i> of the areas listed under B+
C	<p>The Laboratory provides sustained leadership and commitment to environment, safety and health BUT The project fails to meet expectations in <i>several</i> of the areas listed under B+ AND</p> <ul style="list-style-type: none"> • Reviews indicate project remains at risk of breaching its cost/schedule performance baseline; • Reports to DOE can vary in degree of completeness
D	<p>The project fails to meet conditions for B+ in at least one of the following areas:</p> <ul style="list-style-type: none"> • Reviews indicate project is likely to breach its cost/schedule performance baseline; • Laboratory commitment to environment, safety and health issues is inadequate; • Reports to DOE are largely incomplete; Laboratory commitment to the project has subsided.

Letter Grade	Definition
F	<p>The project fails to meet conditions for B+ in at least one of the following areas:</p> <ul style="list-style-type: none"> • 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; • Recent reviews indicate that the project is expected to breach its cost/schedule performance baseline.

2.3 Provide Efficient and Effective Operation of Facilities

In assessing the performance of the Laboratory against this Objective, the following assessment elements should be considered:

- The availability, reliability, performance, and efficiency of Laboratory facility(ies);
- The degree to which the facility is optimally arranged to support the user community;
- The extent to which Laboratory R&D is conducted to develop/expand the capabilities of the facility(ies);
- The Laboratory's effectiveness in balancing resources between facility R&D and user support; and
- The quality of the process used to allocate facility time to users.

Letter Grade	Definition
A+	<p>In addition to satisfying all conditions for B+; <i>all</i> of the following conditions are also met</p> <ul style="list-style-type: none"> • Performance of the facility <i>exceeds</i> expectations as defined before the start of the year in all of these categories: cost of operations, users served, availability, and capability; • The schedule and the costs associated with the ramp-up to steady state operations are <i>significantly less</i> than planned and are acknowledged to be 'leadership caliber' by reviews; • Data on environment, safety, and health continues to be exemplary and widely regarded as among the 'best in class' • The Laboratory took extraordinary means to deliver an extraordinary result for the users and the program in the performance/ review period.
A	<p>In addition to satisfying all conditions for B+; <i>all</i> of the following conditions are also met</p> <ul style="list-style-type: none"> • Performance of the facility <i>exceeds</i> expectations as defined before the start of the year in most of these categories: cost of operations, users served, availability, and capability; • The schedule and the costs associated with the ramp-up to steady state operations are <i>less</i> than planned and are acknowledged to be 'leadership caliber' by reviews; • Data on environment, safety, and health continues to be <i>exemplary</i> and widely regarded as among the 'best in class'.
A-	<p>In addition to satisfying all conditions for B+, <i>one</i> of the following conditions is met:</p> <ul style="list-style-type: none"> • Performance of the facility <i>exceeds</i> expectations as defined before the start of the year in any of these categories: cost of operations, users served, availability, and capability; • The schedule and the costs associated with the ramp-up to steady state operations are <i>less</i> than planned and are acknowledged to be among the best by reviews;

Letter Grade	Definition
B ⁺	The Laboratory has achieved each of the following objectives: <ul style="list-style-type: none"> • Performance of the facility <i>meets</i> expectations as defined before the start of the year in all of these categories: cost of operations, users served, availability, capability (for example, beam delivery, luminosity, peak performance, etc), • The schedule and the costs associated with the ramp-up to steady state operations occur as planned; • Data on environment, safety, and health continues to be very good as compared with other projects in the DOE. • User surveys meet program expectations and reflect that the Laboratory is responsive to user needs.
B	The project fails to meet expectations in <i>one</i> of the areas listed under B ⁺ .
B-	The project fails to meet expectations in <i>more than one</i> of the areas listed under B ⁺ .
C	Performance of the facility fails to meet expectations in <i>many</i> of the areas listed under B ⁺ ; for example, <ul style="list-style-type: none"> • The cost of operations is unexpectedly high and availability of the facility is unexpectedly low, the number of users is unexpectedly low, capability 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 environment, safety, and health is satisfactory.
D	Performance of the facility fails to meet expectations in <i>many</i> of the areas listed under B ⁺ ; for example, <ul style="list-style-type: none"> • The cost of operations is unexpectedly high and availability of the facility is unexpectedly low; capability is well below expectations. • The facility operates somewhat below steady state, on cost and on schedule, and 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 environment, safety, and health is inadequate.
F	<ul style="list-style-type: none"> • The facility fails to operate; the facility operates well below steady state and/or the reliability of the performance is well below planned values. • Laboratory commitment to environment, safety, and health issues is inadequate.

2.4 Utilization of Facility(ies) to Provide Impactful S&T Results and Benefits to External User Communities

In assessing the performance of the Laboratory against this Objective, the following assessment elements should be considered:

- The extent to which the facility is being used to perform influential science;
- The Laboratory's efforts to take full advantage of the facility to generate impactful S&T results;
- The extent to which the facility is strengthened by a resident Laboratory research community that pushes the envelope of what the facility can do and/or are among the scientific leaders of the community;
- The Laboratory's ability to appropriately balance access by internal and external user communities; and
- The extent to which there is a healthy program of outreach to the scientific community.

Letter Grade	Definition
A+	In addition to meeting all measures under <i>A</i> , <ul style="list-style-type: none"> The Laboratory took extraordinary means to deliver an extraordinary result for a new user community.
A	In addition to satisfying all conditions for B+; <i>all</i> of the following conditions are met <ul style="list-style-type: none"> An <i>aggressive</i> outreach programs is in place and has been documented as attracting new communities to the facility; Reviews consistently find that the facility capability or scope of research potential <i>significantly exceeds</i> expectations for example, due to newly discovered capabilities or exposure to new research communities; OR Reviews find that multiple disciplines are using the facility in new and novel ways that the facility is being used to pursue influential science.
A-	In addition to satisfying all conditions for B+, all of the following conditions are met <ul style="list-style-type: none"> A <i>strong</i> outreach program is in place; Reviews find that the facility capability or scope of research potential exceeds expectations for example, due to newly discovered capabilities or exposure to new research communities; OR Reviews document how multiple disciplines are using the facility in new and novel ways and/or that the facility is being used to pursue important science.
B+	The Laboratory has achieved each of the following objectives: <ul style="list-style-type: none"> Reviews find / validate that the facility is being used for influential science; The scope of facility capabilities is challenged and broadened by resident users; The Laboratory effectively manages user allocations; The Laboratory effectively maintains the facility to required performance standards (for example, runtime, luminosity, etc) A healthy outreach program is in place.
B	The Laboratory fails to meet expectations in <i>one</i> of the areas listed under B+
B-	The Laboratory fails to meet expectations in <i>several</i> of the areas listed under B+
C	The Laboratory fails to meet expectations in <i>many</i> of the areas listed under B+
D	Reviews find that there are few facility users, few of whom are using the facility in novel ways to produce impactful science; research base is very thin.
F	Laboratory staff does not possess capabilities to operate and/or use the facility adequately.

Notable Outcomes

- BER: Complete quality analysis of and submit to the ARM archive data from the Carbonaceous Aerosols and Radiative Effects Study (CARES) experiment and complete preliminary analysis of these data. (Objective 2.4)

Science Program Office ⁷	Letter Grade	Numerical Score	Weight	Weighted Score	Overall Score
Office of Biological and Environmental Research					
2.1 Provide Effective Facility Design(s)			0%		
2.2 Provide for the Effective and Efficient Construction of Facilities and/or Fabrication of Components			10%		
2.3 Provide Efficient and Effective Operation of Facilities			80%		
2.4 Utilization of Facility(ies) to Provide Impactful S&T Results and Benefits to External User Communities			10%		
Overall-BER Total					

Table 2.1 – SC Program Office Performance Goal Score Development

Science Program Office	Letter Grade	Numerical Score	Funding Weight (cost)	Weighted Score	Overall Weighted Score
Office of Biological and Environmental Research			100%		
Performance Goal 2.0 Total					

Table 2.2 – SC Program Office Overall Performance Goal Score Development⁸

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
Final Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F

Table 2.3 – Goal Final Letter Grade

⁷ A complete listing of the S&T Goals & Objectives weightings for the SC Programs is provided within Attachment I to this plan.

⁸ 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 cost for FY 2011.

3.0 Provide Effective and Efficient Science and Technology Program Management

The Laboratory 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%.

The Provide Effective and Efficient Science and Technology Program Management 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, 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 3.1, 3.2, & 3.3). 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 cost for FY 2011 provided by the Program Offices listed below.

- Office of Science (SC) (TBD%)
- Office of Defense Nuclear Nonproliferation (DNN) (TBD%)
- Department of Homeland Security (DHS) (TBD%)
- Office of Intelligence (IN) (TBD%)
- Assistant Secretary for Energy Efficiency and Renewable Energy (EERE) (TBD%)
- Office of Environment (EM) (TBD%)

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 3.4 below). The overall score earned is then compared to Table 3.5 to determine the overall letter grade for this Goal. The Contractor's success in meeting each Objective shall be determined based on the Contractor's performance as viewed by the Office of Science, other cognizant HQ Program Offices, and other customers 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 cost for FY 2011 as compared to the total cost for those remaining HQ Program Offices.

Objectives:

3.1 Provide Effective and Efficient Strategic Planning and Stewardship of Scientific Capabilities and Program Vision

In assessing the performance of the Laboratory against this Objective, the following assessment elements should be considered:

- The quality of the Laboratory's strategic plan;
- The extent to which the Laboratory shows strategic vision for research
- The extent to which programs of research take advantage of Laboratory capabilities—research programs are more than the sum of their individual project parts;
- The extent to which the Laboratory undertakes research for which it is uniquely qualified;
- The extent to which lab plans are aligned with DOE mission goals;
- The extent to which the Laboratory programs are balanced between high-/low-risk research for a sustainable program; and
- The extent to which the Laboratory is able to retain and recruit staff for a sustainable program

The following is a sampling of factors to be considered in determining the level of performance for the Laboratory against this Objective. The evaluator(s) may consider the following as measured through progress reports, peer reviews, Field Work Proposals (FWPs), Program Office reviews/oversight, etc.

- Articulation of scientific vision;
- Development and maintenance of core competencies;
- Ability to attract and retain highly qualified staff;
- Efficiency and effectiveness of joint planning (e.g., workshops) with outside community;
- Creativity and robustness of ideas for new facilities and research programs;
- Willingness to take on high-risk/high payoff/long-term research problems, evidence that the Laboratory "guessed right" in that previous risky decisions proved to be correct and are paying off; and
- The depth and breadth of Laboratory research portfolio and its potential for growth.

Letter Grade	Definition
A+	<p>In addition to satisfying the conditions for B+, the execution of the Laboratory's strategic plan has enabled the Laboratory to achieve each of the following:</p> <ul style="list-style-type: none"> • <i>Most</i> of the Laboratory's core competencies are recognized as world leading; • The Laboratory has attracted and retained world-leading scientists in <i>most</i> programs; • There is evidence that previous decisions to pursue high-risk/high-payoff research proved to be correct and are paying off; • The Laboratory has succeeded in developing new core competencies of <i>outstanding</i> quality in areas both exploratory, high-risk research and research that is vital to the DOE/SC missions;
A	<p>In addition to satisfying the conditions for B+, the execution of the Laboratory's strategic plan has enabled the Laboratory to achieve the following:</p> <ul style="list-style-type: none"> • <i>Several</i> of the Laboratory's core competencies are recognized as world leading; • The Laboratory has attracted and retained world-leading scientists in <i>several</i> programs; • There is evidence that previous decisions to pursue high-risk/high-payoff research proved to be correct and are paying off • The Laboratory has succeeded in developing <i>new</i> core competencies of <i>high</i> quality in areas both exploratory, high-risk research and research that is vital to the DOE/SC missions
A-	<p>In addition to satisfying the conditions for B+, the execution of the Laboratory's strategic plan has enabled the Laboratory to achieve at least one of the following:</p> <ul style="list-style-type: none"> • At least one of the Laboratory's core competencies is recognized as <i>world-leading</i>; • The Laboratory has attracted and retained <i>world-leading</i> scientists in one or more programs; • The Laboratory has a coherent plan for addressing future workforce challenges.
B+	<p>The execution of the Laboratory's strategic plan has enabled the Laboratory to achieve each of the following objectives:</p> <ul style="list-style-type: none"> • The Laboratory has articulated a coherent and compelling strategic plan that has been developed with input from external research communities and headquarters guidance, which, where appropriate, includes a coherent plan for building smaller research programs into new core competencies; and reallocates resources away from less effective programs. • The Laboratory has demonstrated the ability to attract and retain professional scientific staff in support of its strategic vision. • The portfolio of Laboratory research balances the needs for both high-risk/ high-payoff research and stewardship of mission-critical research. • The Laboratory's research portfolio takes advantage of unique capabilities at the Laboratory. • The Laboratory's research portfolio includes activities for which the Laboratory is uniquely capable.
B	<p>The Laboratory fails to satisfy one of the conditions for B+; for example</p> <ul style="list-style-type: none"> • The Laboratory's strategic plan is only <i>partially</i> coherent and is not entirely well-connected with external communities; • The portfolio of Laboratory research does <i>not</i> appropriately balance high-risk/ high-payoff research and stewardship of mission-critical research; • The Laboratory has developed and maintained <i>some, but not all</i>, of its core competencies. • The plan to attract and retain professional scientific staff is <i>lacking</i> strategic vision.
B-	<p>The Laboratory fails to satisfy <i>several</i> of the conditions for B+, including at least one of the following:</p> <ul style="list-style-type: none"> • Weak programmatic vision insufficiently connected with external communities; • Development and maintenance of only a few core competencies • little attention to maintaining the correct balance between high-risk and mission-critical research; • inability to attract and retain talented scientists in some programs.

Letter Grade	Definition
C	The Laboratory fails to satisfy <i>several</i> of the conditions for B+, including at least one of the following reasons: <ul style="list-style-type: none"> • The Laboratory's strategic plan lacks strategic vision and lacks appropriate coordination with appropriate stakeholders including external research groups. • The Laboratory's strategic plan does not provide for sufficient maintenance of core competencies • Plan to attract and retain professional scientific staff is unlikely to be successful or does not focus on strategic capabilities.
D	The Laboratory fails to satisfy <i>several</i> of the conditions for B+, and specifically <ul style="list-style-type: none"> • The Laboratory has demonstrated little effort in developing a strategic plan. • The Laboratory has done little to develop and maintain core competencies • The Laboratory has had minimal success in attracting and retaining professional scientific staff.
F	The Laboratory has: <ul style="list-style-type: none"> • Made limited or ineffective attempts to develop a strategic plan; • Not demonstrated the ability to develop and maintain core competencies, has failed to propose high-risk/high-reward research and has failed to steward mission-critical areas; • Failed to attract even reasonably competent scientists and technical staff.

3.2 Provide Effective and Efficient Science and Technology Project/Program/Facilities Management

In assessing the performance of the Laboratory against this Objective, the following assessment elements should be considered:

- The Laboratory's management of R&D programs and facilities according to proposed plans;
- The extent to which the Laboratory's management of projects/programs/facilities supports the Laboratory strategic plan;
- Adequacy of the Laboratory's consideration of technical risks;
- The extent to which the Laboratory is successful in identifying/avoiding technical problems;
- Effectiveness in leveraging across multiple areas of research and between research and facility capabilities;
- The extent to which the Laboratory demonstrates a willingness to make tough decisions (i.e., cut programs with sub-critical mass of expertise, divert resources to more promising areas, etc.); and
- The use of LDRD and other Laboratory investments and overhead funds to improve the competitiveness of the Laboratory.

The following is a sampling of factors to be considered in determining the level of performance for the Laboratory against this Objective. The evaluator(s) may consider the following as measured through progress reports, peer reviews, Field Work Proposals (FWPs), Program Office reviews/oversight, etc.

- Laboratory plans that are reviewed by experts outside of lab management and/or include broadly-based input from within the Laboratory.

Letter Grade	Definition
A+	<p>In addition to meeting the all expectations under A,</p> <ul style="list-style-type: none"> • The Laboratory has taken extraordinary measures to deliver an extraordinary result of critical importance to DOE missions, which could include the delivery of a critical technology or insight in response to a National emergency
A	<p>In addition to satisfying the conditions for B+,</p> <ul style="list-style-type: none"> • The Laboratory's implementation of project/program/facility plans has led directly to effective R&D programs/facility operations that exceed program expectations in <i>several</i> programmatic areas. Examples are listed under A-.
A-	<p>In addition to satisfying the conditions for B+,</p> <ul style="list-style-type: none"> • The Laboratory's implementation of project/program/facility plans has led directly to effective R&D programs/facility operations that exceed program expectations in <i>more than one</i> programmatic area. Examples of performance that exceeds expectations include: • The Laboratory's implementation of project/program/facility plans has led directly to significant cost savings and/or significantly higher productivity than expected; • Project/program/facility plans prove to be robust against changing scientific and fiscal conditions through contingency planning; • The Laboratory has demonstrated creativity and forceful leadership in development and/or proactive management of its project/program/facility plans to reduce or eliminate risk; • The Laboratory's proposals for new initiatives are funded through reallocation of resources from less effective programs. • Research plans and management actions are proactive, not reactive, as evidenced by making hard decisions and taking strong actions; and • Management is prepared for budget fluctuations and changes in DOE program priorities – multiple contingencies are planned for; and • LDRD investments, overhead funds, and other Laboratory funds are used to strengthen lab plans and fill critical gaps in the Laboratory portfolio enabling it to respond to future DOE initiatives and/or national emergencies;
B+	<p>The Laboratory has achieved each of the following objectives:</p> <ul style="list-style-type: none"> • Project/program/facility plans exist for all major projects/programs/facilities. • Project/program/facility plans are consistent with known budgets, are based on reasonable assessments of technical risk, are well-aligned with DOE interests, provide sufficient flexibility to respond to unforeseen directives and opportunities, and effectively leverage other Laboratory resources and expertise. • The Laboratory has implemented the project/program/facility plans and has effective methods of tracking progress. • The Laboratory demonstrates willingness to make tough decisions (i.e., cut programs with sub-critical mass of expertise, divert resources to more promising areas, etc.). • The Laboratory's implementation of project/program/facility plans has led directly to effective R&D programs/facility operations. • LDRD investments and other overhead funds are managed appropriately.
B	<ul style="list-style-type: none"> • Project/program/facility plans exist for all major projects/programs/facilities. • The Laboratory has implemented the project/program/facility plans. <p>BUT the Laboratory fails to meet <i>at least one of</i> the conditions for B+.</p>
B-	<ul style="list-style-type: none"> • Project/program/facility plans exist for all major projects/programs/facilities. • The Laboratory has implemented the project/program/facility plans. <p>BUT the Laboratory fails to meet <i>several of</i> the conditions for B+.</p>

Letter Grade	Definition
C	<ul style="list-style-type: none"> Project/program/facility plans exist for most major projects/programs/facilities. BUT the Laboratory has failed to implement the project/program/facility plans AND the Laboratory fails to meet <i>several of</i> the conditions for B+.
D	<ul style="list-style-type: none"> Project/program/facility plans do not exist for a significant fraction of the Laboratory's major projects/programs/facilities; OR Significant work at the Laboratory is not in alignment with the project/program/facility plans
F	The Laboratory has failed to conduct project/program/facility planning activities.

3.3 Provide Efficient and Effective Communications and Responsiveness to Headquarters Needs

In assessing the performance of the Laboratory against this Objective, the following assessment elements should be considered:

- The quality, accuracy and timeliness of the Laboratory's response to customer requests for information;
- The extent to which the Laboratory provides point-of-contact resources and maintains effective internal communications hierarchies to facilitate efficient determination of the appropriate point-of-contact for a given issue or program element;
- The effectiveness of the Laboratory's communications and depth of responsiveness under extraordinary or critical circumstances; and
- The effectiveness of Laboratory management in accentuating the importance of communication and responsiveness.

Letter Grade	Definition
A+	<p>In addition to meeting the all expectations under A,</p> <ul style="list-style-type: none"> The Laboratory's effective communication and extraordinary responsiveness in the face of extreme situations or a national emergency had a materially positive impact on the outcome of the event and/or DOE mission objectives
A	<p>In addition to satisfying the conditions for B+, the Laboratory also meets all of the following:</p> <ul style="list-style-type: none"> Laboratory management has instilled a culture throughout the lab that emphasizes good communication practices; Communication channels are well-defined and information is effectively conveyed; Responses to HQ requests for information from all Laboratory representatives are prompt, thorough, correct and succinct; important or critical information is delivered in real-time; Laboratory representatives <i>always</i> initiate a communication with HQ on emerging Laboratory issues; headquarters is never surprised to learn of emerging Laboratory issues through outside channels.

Letter Grade	Definition
A-	<p>In addition to satisfying the conditions for B+,</p> <ul style="list-style-type: none"> • Laboratory management has instilled a culture throughout the lab that emphasizes good communication practices; and • Responses to requests for information are prompt, thorough, and economical/succinct at all levels of interaction; • Laboratory representatives <i>often</i> initiate communication with HQ on emerging Laboratory issues; • under critical circumstances, essential information is delivered in real-time
B+	<p>The Laboratory has achieved each of the following objectives:</p> <ul style="list-style-type: none"> • Staff throughout the Laboratory organization engage in good communication practices; • Responses to requests for information are prompt and thorough; • The accuracy and integrity of the information provided is never in doubt; • Up-to-date point-of-contact information is widely available for all programmatic areas; • Headquarters is always and promptly informed of both positive and negative events at the Laboratory
B	<p>The Laboratory failed to meet the conditions for B+ <i>in a few instances</i></p>
B-	<p>The Laboratory fails to meet the conditions for B+ for <i>one</i> of the following reasons:</p> <ul style="list-style-type: none"> • Responses to requests for information do not provide the minimum requirements to meet HQ needs; <p>While the integrity of the information provided is never in doubt, its accuracy sometimes is;</p> <ul style="list-style-type: none"> • Laboratory representatives do not take the initiative to alert HQ to emerging Laboratory issues.
C	<p>The Laboratory fails to meet the conditions for B+ for <i>one or more</i> of the following reasons:</p> <ul style="list-style-type: none"> • Responses to requests for information frequently fail to provide the minimum requirements to meet HQ needs • The Laboratory used outside channels or circumvented HQ in conveying critical information; • The integrity and/or accuracy of information provided is sometimes in doubt; • Laboratory management fails to demonstrate that its employees are held accountable for ensuring effective communication and responsiveness; • Laboratory representatives failed to alert HQ to emerging Laboratory issues.
D	<p>The Laboratory fails to meet the conditions for B+ for one of the following reasons:</p> <ul style="list-style-type: none"> • Laboratory staff are generally well-intentioned in communication but consistently ineffective and/or incompetent; • The Laboratory management fails to emphasize the importance of effective communication and responsiveness
F	<p>The Laboratory fails to meet the conditions for B+ for one of the following reasons</p> <ul style="list-style-type: none"> • Laboratory staff are openly hostile and/or non-responsive to requests for information – emails and phone calls are consistently ignored; • Responses to requests for information are consistently incorrect, inaccurate or fraudulent – information is not organized, is incomplete, or is fabricated.

Notable Outcomes

- No Notable Outcomes for FY 2011.

Science Program Office¹	Letter Grade	Numerical Score	Weight	Weighted Score	Overall Score
Office of Advanced Scientific Research					
3.1 Effective and Efficient Strategic Planning and Stewardship			30%		
3.2 Project/Program /Facilities Management			40%		
3.3 Communications and Responsiveness			30%		
Overall ASCR Total:					
Office of Basic Energy Sciences					
3.1 Effective and Efficient Strategic Planning and Stewardship			40%		
3.2 Project/Program /Facilities Management			30%		
3.3 Communications and Responsiveness			30%		
Overall BES Total:					
Office of Biological and Environmental Research					
3.1 Effective and Efficient Strategic Planning and Stewardship			20%		
3.2 Project/Program /Facilities Management			30%		
3.3 Communications and Responsiveness			50%		
Overall BER Total:					
Office of Fusion Energy Sciences					
3.1 Effective and Efficient Strategic Planning and Stewardship			40%		
3.2 Project/Program /Facilities Management			30%		
3.3 Communications and Responsiveness			30%		
Overall FES Total:					
Office of Workforce Development for Teachers and Scientists					
3.1 Effective and Efficient Strategic Planning and Stewardship			20%		
3.2 Project/Program /Facilities Management			40%		
3.3 Communications and Responsiveness			40%		
Overall WDTS Total:					

Table 3.1 – 3.0 SC Program Office Performance Goal Score Development

¹ A complete listing of the 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 (Cost)	Weighted Score	Overall Weighted Score
Office of Advanced Scientific Research			TBD%		
Office of Basic Energy Sciences			TBD%		
Office of Biological and Environmental Research			TBD%		
Office of Fusion Energy Sciences			TBD%		
Office of Workforce Development for Teachers and Scientists			TBD%		
Performance Goal 3.0 Total					

Table 3.2 – SC Program Office Overall Performance Goal Score Development²

HQ Program Office ³	Letter Grade	Numerical Score	Weight	Weighted Score	Overall Score
Office of Defense Nuclear Nonproliferation					
3.1 Effective and Efficient Strategic Planning and Stewardship			20%		
3.2 Project/Program /Facilities Management			20%		
3.3 Communications and Responsiveness			60%		
Overall DNN Total					
Department of Homeland Security					
3.1 Effective and Efficient Strategic Planning and Stewardship			40%		
3.2 Project/Program /Facilities Management			35%		
3.3 Communications and Responsiveness			25%		
Overall DHS Total					
Assistant Secretary for Energy Efficiency and Renewable Energy					
3.1 Effective and Efficient Strategic Planning and Stewardship			30%		
3.2 Project/Program /Facilities Management			35%		
3.3 Communications and Responsiveness			35%		
Overall EERE Total					
Office of Intelligence					
3.1 Effective and Efficient Strategic Planning and Stewardship			40%		
3.2 Project/Program /Facilities Management			30%		
3.3 Communications and Responsiveness			30%		
Overall IN Total					
Office of Environmental Management					
3.1 Effective and Efficient Strategic Planning and Stewardship			25%		
3.2 Project/Program /Facilities Management			25%		
3.3 Communications and Responsiveness			50%		
Overall EM Total					

Table 3.3 – 3.0 Other Program Office & Customer Performance Goal Score Development

² 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 Cost for FY 2011.

³ A complete listing of the S&T Goals & Objectives weightings for the other Programs and other customers is provided within Attachment I to this plan.

HQ Program Office	Letter Grade	Numerical Score	Funding Weight (Cost)	Weighted Score	Overall Weighted Score
Office of Science			TBD%		
Office of Defense Nuclear Nonproliferation			TBD%		
Department of Homeland Security			TBD%		
Office of Energy Efficiency and Renewable Energy			TBD%		
Office of Intelligence			TBD%		
Office of Environmental Management			TBD%		
Performance Goal 3.0 Total:					

Table 3.4 – Overall Performance Goal Score Development⁴

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
Final Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F

Table 3.5 – 3.0 Goal Final Letter Grade

⁴ 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 Cost for FY 2011.

4.0 Provide for Efficient and Effective Mission Accomplishment

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.

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.

Objectives:

4.1 Leadership and Stewardship of the Laboratory

By which we mean: The performance of the laboratory's senior management team as demonstrated by their ability to do such things as:

- Define an exciting yet realistic scientific vision for the future of the laboratory,
- Make progress in realizing the vision for the laboratory,
- Establish and maintain long-term partnerships/relationships that maintain appropriate relations with the scientific and local communities, and
- Develop and leverage appropriate relations with private industry to the benefit of the laboratory and the U.S. taxpayer.

Letter Grade	Definition
A+	The Senior Leadership of the laboratory has made outstanding progress (on an order of magnitude scale) over the previous year in realizing their vision for the laboratory, and has had a demonstrable impact on the Department and the Nation. Strategic plans are of outstanding quality, have been externally recognized and referenced for their excellence, and have an impact on the vision/plans of other national laboratories. The Senior leadership of the laboratory may have been faced very difficult challenges and plotted, successfully, its own course through the difficulty, with minimal hand-holding by the Department. Partners in the scientific and local communities applaud the laboratory in national fora, and the Department is strengthened by this.
A	The Senior Leadership of the laboratory has made significant progress over the previous year in realizing their vision for the laboratory, and has through this has had a demonstrable positive impact on the Office of Science and the Department. Strategic plans are of outstanding quality, and recognize and reflect the vision/plans of other national laboratories. Faced with difficult challenges, actions were taken by the Senior leadership of the laboratory to redirect laboratory activities to enhance the long-term future of the laboratory. Partners in the scientific and local communities applaud the laboratory in national fora, and the Department is strengthened by this.
A-	The laboratory senior management performs better than expected (B+ grade) in these areas.
B+	The Senior Leadership of the laboratory has made significant progress over the previous year in realizing their vision for the laboratory. Strategic plans present long range goals that are both exciting and realistic. Decisions and actions taken by the lab leadership align work, facilities, equipment and technical capabilities with the laboratory vision and plan. The Senior leadership of the laboratory faced difficult challenges and successfully plotted its own course through the difficulty, with help from the Department. Partners in the scientific and local communities are supportive of the laboratory.
B	The Senior Leadership of the laboratory has made little progress over the previous year in realizing their vision for the laboratory. Strategic plans present long range goals that are exciting and realistic; however DOE is not fully confident that the laboratory is taking the actions necessary for the goals to be achieved. The Laboratory is not fully engaged with its partners/relationships in the scientific and local communities to maximize the potential benefits these relations have for the laboratory.
C	The Senior Leadership of the laboratory has made no progress over the previous year in realizing their vision for the laboratory or aligning work, facilities, equipment and technical capabilities with the laboratory vision and plan. Strategic plans present long range goals that are either unexciting or unrealistic. Business plans exist, but they are not linked to the strategic plan and do not inspire DOE's confidence that the strategic goals will be achieved. Partnerships with the scientific and local communities with potential to advance the laboratory exist, but they may not always be consistent with the mission of or vision for the laboratory. Affected communities and stakeholders are mostly supportive of the laboratory and aligned with the management's vision for the laboratory.
D	The Senior Leadership of the laboratory has made no progress or has back-slid over the previous year in realizing their vision for the laboratory or in aligning work, facilities, equipment and technical capabilities with the laboratory vision and plan. Strategic plans present long range goals that are neither exciting nor realistic. Partnerships that may advance the Laboratory towards strategic goals are inappropriate, unidentified, or unlikely. Affected communities and stakeholders are not adequately engaged with the laboratory and indicate non-alignment with DOE priorities.
F	The Senior Leadership of the laboratory has made no progress or has back-slid over the previous year in realizing their vision for the laboratory or in or aligning work, facilities, equipment and technical capabilities with the laboratory vision and plan. Strategic plans present long range goals that are not aligned with DOE priorities or the mission of the laboratory. Partnerships that may advance the Laboratory towards strategic goals are inappropriate, unidentified, and unlikely, and/or the senior management team does not demonstrate a concerted effort to develop, leverage, and maintain relations with the scientific and local communities to assist the laboratory in achieving a successful future. Affected communities and stakeholders are openly non-supportive of the laboratory and DOE priorities.

4.2 Management and Operation of the Laboratory

By which we mean: The performance of the laboratory’s senior management team as demonstrated by their ability to do such things as:

- Implement a robust contractor assurance system;
- Understand the costs of doing business at the laboratory and prioritize the management and allocation of these costs commensurate with their associated risks and benefits;
- Instill a culture of accountability and responsibility down and through the entire organization;
- Ensure good and timely communication between the laboratory and SC headquarters and the Site Office so that DOE can deal effectively with both internal and external constituencies.

Letter Grade	Definition
A+	The laboratory has a nationally or internationally recognized contractor assurance system in place that integrates internal and external (corporate) evaluation processes to evaluate risk, and is working to help others internal and external to the Department establish similarly outstanding practices. The laboratory understands the drivers of cost at their lab, and are prioritizing and managing these costs commensurate with the associated risks and benefits to the laboratory and the SC laboratory system. Laboratory management and processes reflect a sense of accountability and responsibility with is evident down and through the entire organization. Communication between the laboratory and SC headquarters and the Site Office is such that all the national laboratories and the Department as a whole benefits.
A	The laboratory has improved dramatically in the last year in all of the following: building a robust and transparent contractor assurance system that integrates internal and external (corporate) evaluation processes to evaluate risk; demonstrating the use of this system in making decisions that are aligned with the laboratory’s vision and strategic plan; understanding the drivers of cost at their lab, and prioritizing and managing these costs consistent with their associated risks and benefits to the laboratory and the SC laboratory system; demonstrating laboratory management and processes reflect a sense of accountability and responsibility with is evident down and through the entire organization; assuring communication between the laboratory and SC headquarters that is beneficial to both the lab and SC.
A-	The laboratory senior management performs better than expected (B+ grade) in these areas.
B+	The laboratory has a robust and transparent contractor assurance system in place that integrates internal and external (corporate) evaluation processes to evaluate risk. The laboratory can demonstrate use of this system in making decisions that are aligned with the laboratory’s vision and strategic plan. The laboratory understands the drivers of cost at their lab, and are prioritizing and managing these costs commensurate with the associated risks and benefits to the laboratory and the SC laboratory system. Laboratory management and processes reflect a sense of accountability and responsibility with is evident down and through the entire organization. Communication between the laboratory and SC headquarters and the Site Office is such that there are no surprises or embarrassments.
B	The laboratory has a contractor assurance system in place but further improvements are necessary, or the link between the CAS and the laboratory’s decision-making processes are not evident. The laboratory understands the drivers of cost at their lab, but they are not prioritizing and managing these costs as well as they should to be commensurate with the associated risks and benefits to the laboratory and the SC laboratory system. Laboratory management and processes reflect a sense of accountability and responsibility with is mostly evident down and through the entire organization. Communication between the laboratory and SC headquarters and the Site Office is such that there are no significant surprises or embarrassments.
C	The laboratory lacks a robust and transparent contractor assurance system in place that integrates internal and external (corporate) evaluation processes to evaluate risk. The laboratory cannot demonstrate use of this system in making decisions that are aligned with the laboratory’s vision and strategic plan. The laboratory does not fully understand the drivers of cost at their lab, and thus are not prioritizing and managing these costs as well as they should to be commensurate with the associated risks and benefits to the laboratory and the SC laboratory system. Communication between the laboratory and SC headquarters and the Site Office is such that there has been at least one significant surprise or embarrassment.

D	The laboratory lacks a contractor assurance system, doesn't understand the drivers of cost at their lab, and is not prioritizing and managing costs. SC HQ must intercede in management decisions. Poor communication between the laboratory and SC headquarters and the Site Office has resulted in more than one significant surprise or embarrassment.
F	Lack of management by the laboratory's senior management has put the future of the laboratory at risk, or has significantly hurt the reputation of the Office of Science.

4.3 Contractor Value-added

By which we mean: the additional benefits that accrue to the laboratory and the Department of Energy by virtue of having this particular M&O contractor in place. Included here, typically, are things over which the laboratory leadership does not have immediate authority, such as:

- Corporate involvement/contributions to deal with challenges at the laboratory;
- Using corporate resources to establish joint appointments or other programs/projects/activities that strengthen the lab, and
- Providing other contributions to the laboratory that enable the lab to do things that are good for the laboratory and its community and that DOE cannot supply.

Letter Grade	Definition
A+	The laboratory has been transformed as a result of the many, substantial, additional benefits that accrue to the lab as a result of this contractor's operation of the laboratory.
A	Over the past year, the laboratory has become demonstrably stronger, better and more attractive as a place of employment as a result of the many, substantial, additional benefits that accrue to the lab as a result of this contractor's operation of the laboratory.
A-	The laboratory senior management performs better than expected (B+ grade) in these areas.
B+	The laboratory enjoys additional benefits above and beyond those associated with managing the laboratory's activities, that accrue as a result of this contractor's operation of the laboratory.
B	The laboratory enjoys few additional benefits that accrue as a result of this contractor's operation of the laboratory; help by the contractor is needed to strengthen the laboratory.
C	The laboratory enjoys few additional benefits that accrue as a result of this contractor's operation of the laboratory; the contractor seems unable to help the laboratory.
D	The laboratory enjoys few additional benefits that accrue as a result of this contractor's operation of the laboratory; the contractor's efforts are inconsistent with the interests of the laboratory and the Department.
F	The laboratory enjoys no additional benefits that accrue as a result of this contractor's operation of the laboratory; the contractor's efforts are counter-productive to the interests of the Department.

Office of Science Program Office Notable Outcomes

- Demonstrate the use of the full suite of resources at their disposal (including the expertise of laboratory scientists and engineers) to develop innovative, crosscutting strategies for meeting the Executive Order 13514 Goals. (Objectives 4.2, 4.3)

ELEMENT	Letter Grade	Numerical Score	Objective Weight	Total Points	Total Points
4.0 Provide for Efficient and Effective Mission Accomplishment					
4.1 Leadership and Stewardship of the Laboratory			33%		
4.2 Management and Operation of the Laboratory			33%		
4.3 Contractor Value-added			34%		
Performance Goal 4.0 Total					

Table 4.1 – 4.0 Goal Performance Rating Development

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
Final Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F

Table 4.2 – 4.0 Goal Final Letter Grade

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 an Efficient and Effective Health and Safety Program (50%)

5.2 Provide Efficient and Effective Environmental Management System (50%)

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; effectiveness of contractor assurance, work planning, feedback, and improvement processes; the strength of the safety culture throughout the Laboratory; the effective development, implementation and maintenance of an efficient Environmental Management system; and the effectiveness of responses to identified hazards and/or incidents.

Notable Outcomes:

In addition to baseline performance, the following are focused on impact to S&T and transformational leadership:

- Demonstrate a maturing operational culture resulting in the prevention of impacts to science and technology program activities. (Objective 5.1)

ELEMENT	Letter Grade	Numerical Score	Objective Weight	Total Points	Total Points
5.0 Sustain Excellence and Enhance Effectiveness of Integrated Safety, Health, and Environmental Protection.					
5.1 Provide an Efficient and Effective Health and Safety Program			50%		
5.2 Provide Efficient and Effective Environmental Management System			50%		
Performance Goal 5.0 Total					

Table 5.1 – 5.0 Goal Performance Rating Development

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
Final Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F

Table 5.2 – 5.0 Goal Final Letter Grade

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) (20%)
- 6.2 Provide an Efficient, Effective, and Responsive Acquisition Management System (10%)
- 6.3 Provide an Efficient, Effective, and Responsive Property Management System (10%)
- 6.4 Provide an Efficient, Effective, and Responsive Human Resources Management System and Diversity Program (10%)
- 6.5 Provide Efficient, Effective, and Responsive Management Systems for Internal Audit and Oversight; Quality; Information Management; Assurance System and Other Administrative Support Services as Appropriate (40%)
- 6.6 Demonstrate Effective Transfer of Technology and Commercialization of Intellectual Assets (10%)

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, work for others and intellectual asset deployment activities.

Notable Outcomes:

In addition to baseline performance, the following are focused on impact to S&T and transformational leadership:

- Demonstrate efficient and effective execution of all American Recovery and Reinvestment Act (ARRA) activities at the laboratory. (Objectives 6.2)
- Further implement the Laboratory's upgraded set of internal processes and controls to enable more effective and efficient operations in support of delivering mission outcomes to DOE. (Objective 6.5)

ELEMENT	Letter Grade	Numerical Score	Objective Weight	Total Points	Total Points
6.0 Deliver Efficient, Effective, and Responsive Business Systems and Resources that Enable the Successful Achievement of the Laboratory Mission(s)					
6.1 Provide an Efficient, Effective, and Responsive Financial Management System(s)			20%		
6.2 Provide an Efficient, Effective, and Responsive Acquisition Management System			10%		
6.3 Provide an Efficient, Effective, and Responsive Property Management System			10%		
6.4 Provide an Efficient, Effective, and Responsive Human Resources Management System and Diversity Program			10%		
6.5 Provide Efficient, Effective, and Responsive Management Systems for Internal Audit and Oversight; Quality; Information Management; Assurance System; and Other Administrative Support Services as Appropriate			40%		
6.6 Demonstrate Effective Transfer of Technology and Commercialization of Intellectual Assets			10%		
Performance Goal 6.0 Total					

Table 6.1 – 6.0 Goal Performance Rating Development

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
Final Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F

Table 6.2 – 6.0 Goal Final Letter Grade

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

The weight of this Goal is 25%.

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 (50%)
- 7.2 Provide Planning for and Acquire the Facilities and Infrastructure Required to Support the Continuation and Growth of Laboratory Missions and Programs (50%)

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 facility and infrastructure projects.

Notable Outcomes:

- Implement consistent operating principles and objectives for the physical campus and improve space utilization and alignment with established mission priorities while delivering against strategic and operational goals. (Objective 7.1)
- Effectively implement CRL projects, including new facility start-up and relocation of Laboratory capabilities from the Hanford Site 300 Area. (Objective 7.2)

ELEMENT	Letter Grade	Numerical Score	Objective Weight	Total Points	Total Points
7.0 Sustain Excellence in Operating, Maintaining, and Renewing the Facility and Infrastructure Portfolio to Meet Laboratory Needs					
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			50%		
7.2 Provide Planning for and Acquire the Facilities and Infrastructure Required to support the Continuation and Growth of Laboratory Missions and Programs			50%		
Performance Goal 7.0 Total					

Table 7.1 – 7.0 Goal Performance Rating Development

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
Final Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F

Table 7.2 – 7.0 Goal Final Letter Grade

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

The weight of this Goal is 25%.

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 (25%)
- 8.2 Provide an Efficient and Effective System for Cyber-Security and National Security Systems (NSS) (25%)
- 8.3 Provide an Efficient and Effective System for the Physical Security and Protection of Special Nuclear Materials, Classified Matter, and Property (25%)
- 8.4 Provide an Efficient and Effective System for the Protection of Classified and Sensitive Information (25%)

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:

- No Notable Outcomes for FY 2011.

ELEMENT	Letter Grade	Numerical Score	Objective Weight	Total Points	Total Points
8.0 Sustain and Enhance the Effectiveness of Integrated Safeguards and Security management (ISSM) and Emergency Management Systems					
8.1 Provide an Efficient and Effective Emergency Management System			25%		
8.2 Provide an Efficient and Effective System for Cyber-Security and National Security Systems (NSS)			25%		
8.3 Provide an Efficient and Effective System for the Physical Security and Protection of Special Nuclear Materials, Classified Matter, and Property			25%		
8.4 Provide an Efficient and Effective System for the Protection of Classified and Sensitive Information			25%		
Performance Goal 8.0 Total:					

Table 8.1 – 8.0 Goal Performance Rating Development

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
Final Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F

Table 8.2 – 8.0 Goal Final Letter Grade

Attachment 1

Program Office Goal & Objective Weightings for FY 2011

Office of Science

	BER	BES	ASCR	FES	WDTS	NP	HEP
Goal 1 Mission Accomplishment	25%	60%	80%	65%	60%	na	na
1.1 Impact (significance)	60%	50%	50%	50%	40%		
1.2 Leadership	40%	50%	50%	50%	60%		
Goal 2 Facilities	50%	na	na	na	na	na	na
2.1 Design of Facility (the initiation phase and the definition phase, i.e. activities leading up to CD-2)	0%						
2.2 Construction of Facility / Fabrication of Components (execution phase, Post CD-2 to CD-4)	10%						
2.3 Operation of Facility	80%						
2.4 Utilization of Facility to Grow and Support Lab's Research Base and External User Community	10%						
Goal 3 Program Management	25%	40%	20%	35%	40%	na	na
3.1 Effective and Efficient Strategic Planning and Stewardship	20%	40%	30%	40%	20%		
3.2 Project/Program/Facilities Management	30%	30%	40%	30%	40%		
3.3 Communications and Responsiveness	50%	30%	30%	30%	40%		

**Attachment 1
Program Office Goal & Objective Weightings for FY 2011**

All other Customers¹³

	EERE	EM	IN	DNN	DHS
Goal 1 Mission Accomplishment	60%	60%	60%	65%	60%
1.1 Impact (significance)	60%	40%	55%	60%	60%
1.2 Leadership	40%	60%	45%	40%	40%
Goal 2 Facilities	na	na	na	na	na
2.1 Design of Facility (the initiation phase and the definition phase, i.e. activities leading up to CD-2)	na	na	na	na	na
2.2 Construction of Facility/Fabrication of Components (execution phase, Post CD-2 to CD-4)	na	na	na	na	na
2.3 Operation of Facility	na	na	na	na	na
2.4 Utilization of Facility to Grow and Support Lab's Research Base and External User Community	na	na	na	na	na
Goal 3 Program Management	40%	40%	40%	35%	40%
3.1 Effective and Efficient Strategic Planning and Stewardship	35%	25%	40%	20%	40%
3.2 Project/Program/Facilities Management	25%	25%	30%	20%	35%
3.3 Communications and Responsiveness	40%	50%	30%	60%	25%

¹³ Goal and Objective weightings indicated for non-science customers are reflective of preliminary input from each customer and will be updated as needed. Final Goal and Objective weightings will be incorporated, as appropriate, once they are determined by each HQ Program Office and provided to PNSO. Should a HQ Program Office fail to provide final Goal and Objective weightings before the end of the first quarter FY 2011 the preliminary weightings provided shall become final.