

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE	PAGE OF PAGES 1 2
2. AMENDMENT/MODIFICATION NO. 244	3. EFFECTIVE DATE See Block 16C	4. REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO. (If applicable)
6. ISSUED BY Idaho Operations U.S. Department of Energy Idaho Operations 1955 Fremont Avenue Idaho Falls ID 83415	CODE 00701	7. ADMINISTERED BY (If other than Item 6) Idaho Operations U.S. Department of Energy Idaho Operations 1955 Fremont Avenue MS 1221 Idaho Falls ID 83415	CODE 00701
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) BATTELLE ENERGY ALLIANCE, LLC Attn: Dana Storms P.O. BOX 1625 IDAHO FALLS ID 834150001		(x) 9A. AMENDMENT OF SOLICITATION NO.	
CODE 152020629 FACILITY CODE		9B. DATED (SEE ITEM 11)	
		x 10A. MODIFICATION OF CONTRACT/ORDER NO. DE-AC07-05ID14517	
		10B. DATED (SEE ITEM 13) 11/09/2004	

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

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

12. ACCOUNTING AND APPROPRIATION DATA (If required)

See Schedule

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

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
X	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
X	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF: See Block 14 of SF 30
	D. OTHER (Specify type of modification and authority)

E. IMPORTANT: Contractor is not, is required to sign this document and return 1 copies to the issuing office.

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

Tax ID Number: 68-0588324

DUNS Number: 152020629

Block 13 C: Modification Authority: DEAR 970.5215-1, Total Available Fee: Base Fee Amount and Performance Fee Amount.

THE PURPOSE OF THIS MODIFICATION IS TO: INCORPORATE THE FY 2013 PERFORMANCE EVALUATION AND MEASUREMENT PLAN (PEMP).

THE FY 2013 PEMP IS INCORPORATED INTO PART III, SECTION J, ATTACHMENT K, EFFECTIVE DATE OCTOBER 1, 2012 (ATTACHED 29 PAGES, 9-18-12).

Continued ...

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)		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)	
		Suzette M. Olson	
15B. CONTRACTOR/OFFEROR	15C. DATE SIGNED	16B. UNITED STATES OF AMERICA	16C. DATE SIGNED
_____ (Signature of person authorized to sign)		Signature on File	09/18/2012
		_____ (Signature of Contracting Officer)	

CONTINUATION SHEETREFERENCE NO. OF DOCUMENT BEING CONTINUED
DE-AC07-05ID14517/244PAGE OF
2 2NAME OF OFFEROR OR CONTRACTOR
BATTELLE ENERGY ALLIANCE, LLC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	The FY 2012 PEMP remains in effect through September 30, 2011. All other terms and conditions remain unchanged Period of Performance: 11/09/2004 to 09/30/2014				

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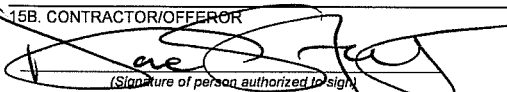

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Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) Dana Storms	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Suzette M. Olson
15B. CONTRACTOR/OFFEROR  (Signature of person authorized to sign)	15C. DATE SIGNED 9/18/2012
16B. UNITED STATES OF AMERICA  (Signature of Contracting Officer)	16C. DATE SIGNED 9/18/12

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED

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NAME OF OFFEROR OR CONTRACTOR

BATTELLE ENERGY ALLIANCE, LLC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
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FY 2013 INL Performance Evaluation and Measurement Plan

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Section A

Approach and Performance Rating Process

1.0 Introduction

This contract attachment sets forth the Performance Evaluation and Measurement Plan (PEMP) that will be used by the Department of Energy (DOE) to evaluate the performance of Battelle Energy Alliance, LLC (BEA) for the management and operation of the Idaho National Laboratory (INL) in Fiscal Year (FY) 2013, in accordance with Sections B.2 and I.17 of the contract.

The FY 2013 INL PEMP includes six Focus Areas, which emphasize achievements of the DOE Vision for INL (in Section C of the contract), but do not undervalue the expectation of satisfactory performance levels in other areas of the statement of work. DOE expects INL will continue to implement and integrate environment, safety and health (ES&H), quality, and security into its programs and operations to enhance overall mission success.

This PEMP identifies Focus Areas where INL can impact results supportive of DOE strategic initiatives and NE mission objectives in particular. These Focus Areas provide evaluation of mission achievement with both subjective and objective measures of performance. The six Focus Areas for the FY 2013 PEMP include: 1) Deliver Transformational Research and Development (R&D); 2) Deliver Research & Development Program Outcomes; 3) Develop Capabilities for the Future; 4) Establish Broader, More Effective Collaborations; 5) Safety, Operations, Business Management, and Stewardship; and 6) Leadership of the INL.

2.0 Definitions

PEMP Focus Areas: These are the six topical areas that are used to group the PEMP Results and related Performance Measures.

PEMP Results: Results that have been agreed upon by INL and DOE for encouraging contractor performance. PEMP Measures are part of and make up the PEMP Results. The grade and numerical score for each Result will be determined using the definitions in the grading table assigned for each Focus Area.

Performance Measure: Within the PEMP Results are the qualitative and/or quantitative measures for evaluating performance. PEMP Measures are expected to be achieved during FY 2013. Absence of a Performance Measure in the PEMP process does not diminish the requirement for the contractor to comply with specific contractual requirements. Failure to meet a significant contractual requirement may result in the Contracting Officer overriding the PEMP Measure score.

The following are examples of criteria that can be used for evaluating and differentiating grades of performance:

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- Program PEMP milestones – and specific program performance expectations
- Performance related to a Result, but that is considered to go above and beyond
- Performance related to a Result that is considered not to have a negative impact
- Performance that has a negative impact to an identified Result or some other aspect of laboratory activities.
- Formal, written change(s) to PEMP milestone(s), as directed by the program manager or higher
- Degree of innovation applied to performance
- Degree of difficulty to achieve, issues resolved, innovations applied
- Degree of integration with existing INL programs
- Degree of collaboration/leverage obtained from outside partnerships
- Degree of impact (INL, DOE Office of Nuclear Energy (NE), national, international)
- Performance that, while not specifically related to program milestones, provides value to DOE
- Quality of products and deliverables

Table A. General Letter Grade, Adjectival Rating, Numeric Range, Definition, and Award-Fee Pool Available To Be Earned

Letter Grade	Adjectival Rating	Numeric Range	Definition	Award-Fee Pool Available To Be Earned
A+	Excellent	4.3-4.1	Contractor has exceeded almost all of the significant award-fee Focus Areas and Results and has met overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. Contractor performance significantly exceeds expectations made toward realizing strategic objectives with significant positive impact on INL's or DOE's mission. Contractor performance significantly exceeds expectations of performance as set within Performance Measures identified for each desired Result or within the purview of the desired Result. Areas of notable performance have or have the potential to significantly improve the overall mission of the Laboratory. No specific deficiency noted within the purview of the overall Result being evaluated.	100%
A	Excellent	4.0-3.8	Contractor has exceeded almost all of the significant award-fee Focus Areas and Results and has met overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. Contractor performance	97%

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Letter Grade	Adjectival Rating	Numeric Range	Definition	Award-Fee Pool Available To Be Earned
			exceeds expectations made toward realizing strategic objectives with positive impact on INL's or DOE's mission. Contractor performance notably exceeds expectations of performance as set within Performance Measures identified for each desired result or within other areas within the purview of the desired Result. Areas of notable performance either have or have the potential to improve the overall mission of the Laboratory. Minor deficiencies, if any, noted are more than offset by the positive performance within the purview of the desired Result being evaluated and have no potential to adversely impact the mission of the Laboratory.	
A-	Excellent	3.7-3.5	Contractor has exceeded almost all of the significant award-fee Focus Areas and Results and has met overall cost, schedule and technical requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. Contractor performance exceeds expectations made toward realizing strategic objectives. Contractor performance exceeds expectations of performance as set within Performance Measures identified for each desired Result or within other areas within the purview of the desired Result, with some notable areas of increased performance identified. Minor deficiencies, if any, noted are offset by the positive performance within the purview of the desired Result being evaluated with little or no potential to adversely impact the mission of the Laboratory.	94%
B+	Very Good	3.4-3.1	Contractor has exceeded many of the significant award-fee Focus Areas and Results and has met overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. Contractor performance meets most expectations of performance as set within Performance Measures identified for desired Results. Minor deficiencies, if any, identified are offset by other exceptional performance within the desired Result being evaluated and have little to no potential to adversely impact the mission of the	90%

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Letter Grade	Adjectival Rating	Numeric Range	Definition	Award-Fee Pool Available To Be Earned
			Laboratory.	
B	Very Good	3.0-2.8	Contractor has exceeded many of the significant award-fee Focus Areas and Results and has met overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. Contractor performance exceeds many expectations of performance as set within Performance Measures identified for many desired Results. Contractor performance that does not meet expectations is identified, but is offset by positive performance within the purview of the desired Result and has little to no potential to adversely impact the mission of the Laboratory.	84%
B-	Very Good	2.7-2.5	Contractor has exceeded many of the significant award-fee Focus Areas and Results and has met overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. However, one or two expectations of performance within the Performance Measures identified for some desired Results are not met and/or minor deficiencies are identified, and although they may be offset by other positive performance, they have some potential to adversely impact the Result or the mission of the Laboratory.	76%
C+	Good	2.4-2.1	Contractor has exceeded some of the significant award-fee Focus Areas and Results and has met overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. However, some expectations of performance set within Performance Measures identified for desired Results are not met and/or other deficiencies are identified, and although they may be offset by other positive performance, they have the potential to adversely impact the desired Result or the mission of the Laboratory.	51-75%

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Letter Grade	Adjectival Rating	Numeric Range	Definition	Award-Fee Pool Available To Be Earned
C	Satisfactory	2.0-1.8	Contractor has met overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. Either there are little or no areas of notable contractor performance or the areas of notable performance are offset by the performance that does not meet expectations, and/or several other deficiencies are identified. Deficiencies have the potential to adversely impact the desired Result or mission of the Laboratory.	No greater than 50%
C-	Unsatisfactory	1.7-1.1	Contractor has failed to meet Focus Areas and Results and overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. Many expectations as set within Performance Measures identified for desired Results are not met and/or other significant deficiencies are identified that have or will have an adverse impact on the desired Result or the mission of the Laboratory if not immediately corrected.	0%
D	Unsatisfactory	1.0-0.8	Contractor has failed to meet Focus Areas and Results and overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. Most or all expectations as set within Performance Measures identified for desired Results are not met and/or other major deficiencies are identified that have adversely impacted the desired Result or the mission of the Laboratory.	0%
F	Unsatisfactory	0.7-0	Contractor has failed to meet Focus Areas and Results and overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. However, most or all expectations as set within Performance Measures identified for desired Results are not met and/or other major deficiencies are identified that have a significant, adverse impact on both the desired Result and the mission of the Laboratory.	0%

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3.0 Scoring

The scoring system used to arrive at the fee determination for INL performance has the following four components:

- First, each PEMP Focus Area contains a number of PEMP Results. PEMP Results are graded by evaluating the Performance Measures described and assigning each of the PEMP Measures a letter grade (in accordance with the “Grading Definitions” for each PEMP Focus Area, if applicable) and corresponding numeric grade (in accordance with Table A, General Letter Grade, Adjectival Rating, Numeric Range, Definition, and Award-Fee Pool Available To Be Earned).
- Second, multiply the numeric scores for each PEMP Result by their respective “Weights” within each PEMP Focus Area. Add all of the weighted scores together to arrive at a total score for each PEMP Focus Area.
- Third, after a total score is calculated for each PEMP Focus Area, those scores are transferred to Table C, FY 2013 Contractor Score Evaluation. Using Table B, Performance-Based Fee Earned Scale, the percent of fee earned is identified (rounded to the nearest hundredth) and entered on Table C. The percent of fee earned is multiplied by both the corresponding weight and the total available fee pool (\$18,700,000) to arrive at the total fee earned for each PEMP Focus Area.
- Fourth, the total fee earned for each PEMP Focus Area is summed together to arrive at total fee earned for all PEMP Focus Areas. This total fee earned is divided by the total available fee pool to calculate the overall percent of fee earned for FY 2013. The final adjectival rating, in accordance with Table 16-1 in the Federal Acquisition Regulation (FAR) Section 16.401, will be in accordance with Table A, General Letter Grade, Adjectival Rating, Numeric Range, Definition, and Award-Fee Pool Available To Be Earned.

Unless otherwise stated, all PEMP Focus Areas and their associated PEMP Results, and Performance Measures are to be completed by September 30, 2013. Each of the Performance Measures identifies significant activities, requirements, or milestones important to the success of the corresponding PEMP Result and shall be used as the primary means of determining the contractor's degree of success in meeting the desired Result.

Although evaluation of Performance Measure completeness is the primary means for determining performance, other performance information from other sources including, but not limited to, BEA's self-evaluation report, customer service evaluations, other performance areas within the purview of a Result, operational awareness (daily oversight) activities, "For Cause" reviews (if any), peer reviews, and other outside agency reviews (Office of the Inspector General (OIG) and the Government Accountability Office (GAO), etc.) may be used in determining INL's overall success in meeting a Result.

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Table B. Performance-Based Fee Earned Scale

Grade	Overall Weighted Score from Table A	Award-Fee Pool Available To Be Earned	Adjectival Rating
A+	4.3-4.1	100%	Excellent
A	4.0-3.8	97%	Excellent
A-	3.7-3.5	94%	Excellent
B+	3.4-3.1	90%	Very Good
B	3.0-2.8	84%	Very Good
B-	2.7-2.5	76%	Very Good
C+	2.4-2.1	51-75%	Good
C	2.0-1.8	50%	Satisfactory
C-	1.7-1.1	0%	Unsatisfactory
D	1.0-0.8	0%	Unsatisfactory
F	0.7-0.0	0%	Unsatisfactory

Table C. FY 2013 Contractor Score Evaluation

Focus Areas		Total Numeric Score (rounded to nearest hundredth)	Percent Fee Earned (from Table B)	Weight	Total Fee Earned ("percent fee earned" x "weight" x total available fee pool)
1	Deliver Transformational R&D		%	10%	\$
2	Deliver R&D Program Outcomes		%	25%	\$
3	Develop Capabilities for the Future		%	20%	\$
4	Establish Broader, More Effective Collaborations		%	10%	\$
5	Safety, Operations, Business Management, and Stewardship		%	25%	\$
6	Leadership of the INL		%	10%	\$
			Total Fee Earned		\$
			Overall Fee % ("total fee earned" / "total available fee pool")		%

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4.0 Performance Status Reporting and Evaluation Process

PEMP administration is a formal process that includes requirements for monthly status reports, change control, and final fee determination.

Monthly status of performance will be provided by both DOE and INL with the first monthly report combining October and November and the last monthly report covering August. Areas of disagreement will be highlighted and addressed. Performance Status Reviews will be conducted periodically as agreed upon by DOE and INL. INL is responsible to define and coordinate the process for conducting the reviews and to ensure the involvement of appropriate DOE and INL counterparts. Reviews will focus on PEMP Results and Performance Measures as well as other significant issues.

On an annual basis, INL will conduct a formal self-evaluation of its performance relative to each Focus Area, PEMP Result, and associated Performance Measures. A written report documenting the self-evaluation will also address other significant issues and will be provided to DOE within ten calendar days after the end of the performance period. The report will be limited to 50 pages.

In addition to monthly reporting, DOE will perform and document a final evaluation of INL's performance relative to each Focus Area, PEMP Result, and Performance Measure and will provide a final fee determination. The absence of specific Performance Measures in this plan does not diminish the need to comply with contractual requirements. The Fee Determination Official (FDO) may unilaterally adjust the fee earned based on the contractor's performance against all contract requirements. It is recognized that at the discretion of the FDO, fee earned may be adjusted upward (not to exceed total eligible fee) based on the contractor delivering strategic value for real and relevant performance not otherwise specified in the PEMP. Data to support downward fee adjustments may be derived from other sources to include, but not limited to, operational awareness (daily oversight) activities; "For Cause" reviews (if any); other outside agency reviews (OIG, GAO, Defense Contract Audit Agency (DCAA), etc.), significant events or incidents within the control of the contractor, or other reviews as appropriate. The FDO may utilize, as appropriate, the Table A definitions to assist in making unilateral adjustment decisions.

5.0 Change Control

The FY 2013 PEMP was developed with the understanding that both parties engaged in good faith to define meaningful and challenging outcomes for success. It is also recognized that circumstances may arise in the course of the execution year that warrant a revisit of the agreed upon Performance Measures. When the need for a change has been identified and validated in accordance with INL change control principles, INL and DOE will engage in INL PEMP change control process to negotiate and process changes in a timely manner.

Section B

PEMP Focus Areas, Results, and Performance Measures

In determining the performance of PEMP Results and Performance Measures, the DOE evaluator(s) shall consider progress reports, Program Office reviews/oversight, deliveries against milestone dates, etc., in accordance with the described Performance Measures. Each of the

FY 2013 INL Performance Evaluation and Measurement Plan

Performance Measures identifies significant activities and/or requirements important to the success of the corresponding PEMP Result and shall be used as the primary means of determining the contractor's success in meeting the desired Result.

The six Focus Areas for the FY 2013 PEMP continue the DOE Vision for INL. The desired Results and associated Performance Measures are included in the following six Focus Areas:

1. Deliver Transformational Research & Development (10%)
2. Deliver Research & Development Program Outcomes (25%)
3. Develop Capabilities for the Future (20%)
4. Establish Broader, More Effective Collaborations (10%)
5. Safety, Operations, Business Management, and Stewardship (25%)
6. Leadership of the INL (10%)

These six Focus Areas are described in detail below.

1.0 Deliver Transformational Research & Development

INL must deliver transformational research to demonstrate its ability to achieve DOE’s vision for the Laboratory. For this Focus Area, DOE will evaluate the programmatic and technical impact of INL research, development, and demonstration activities and outcomes. In the evaluation, DOE will consider INL technical leadership, innovation and overall impact as measured by progress reports, peer reviews, Program Office review/oversight, adoption/deployment by end users, etc. The following characteristics will be considered in the evaluation:

Table D. 1.0 Deliver Transformational R&D – Performance Measures

Results and Performance Measures	Description
1.1	R&D Strategy Implementation and Impact
1.1.1	The programs at the Laboratory produce high-quality, original, and creative results that advance science, technology and demonstration; demonstrate sustained scientific and engineering progress and impact; receive appropriate external recognition of accomplishments; and contribute to overall research and development goals of the Department and its customers.

Table E. 1.0 Deliver Transformational R&D - Grading Definitions

Letter Grade	Definition
A+	Research, development and demonstration activities that exceed almost all expectations with significant impact and relevance towards INL's or DOE's strategic objectives/mission/vision. Significantly exceeds expectations of

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Letter Grade	Definition
	performance as set within Performance Measures identified within the purview of the desired Result. Research, development and demonstration activities conducted at the Laboratory have exceptional merit and quality and provide major advances that significantly accelerate DOE or other customer mission(s). INL has made at least one contribution which will make a fundamental change in approach to a major mission area or shift a paradigm in research, development or deployment.
A	Research, development and demonstration activities that exceed almost all expectations made toward realizing strategic objectives with positive impact on INL's or DOE's strategic objectives/mission/vision. Notably exceeds expectations of performance as set within Performance Measures identified within other areas within the purview of the desired Result. Research, development and demonstration activities conducted at the Laboratory are of exceptional merit and quality and have significant positive impact to DOE or other customer mission(s).
A-	Research, development and demonstration activities that exceed almost all expectations made toward realizing INL's or DOE's strategic objectives/mission/vision. Exceeds expectations of performance as set within Performance Measures identified for each desired Result or within other areas within the purview of the desired Result, with many notable areas of increased performance identified. Research, development and demonstration activities conducted at the Laboratory are of significant quality and merit and at the Laboratory significantly impacts DOE or other customer mission(s).
B+	Exceeded many of the significant criteria and most overall research, development and demonstration expectations of performance as set within Performance Measures identified. Research, development and demonstration activities conducted at the Laboratory are uniformly of high merit and quality and can be demonstrated to advance DOE or other customer mission(s) in most areas.
B	Exceeded many of the significant criteria and most overall research, development and demonstration expectations of performance as set within Performance Measures identified for each desired Result. Performance that does not meet expectations is identified, but is offset by positive performance within the purview of the desired Result and has little to no potential to adversely impact the mission of the Laboratory. Most research, development and demonstration activities conducted at the Laboratory are uniformly of high merit and quality and can be demonstrated to advance DOE or other customer mission(s) in many areas.
B-	Exceeded many of the significant criteria and one or two overall research, development and demonstration expectations of performance within the Performance Measures identified for each desired Result are not met and /or minor deficiencies are identified, and although they may be offset by other positive performance. Research, development and demonstration activities conducted at the Laboratory are uniformly of high merit and quality and can be demonstrated to advance DOE or other customer mission(s) in some areas. A few significant areas of research, development and demonstration conducted at the Laboratory are not of high merit and quality or a few areas of research, previously supported, have become uncompetitive.

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Letter Grade	Definition
-	No grade if measure is below the B- level

Table F. 1.0 Deliver Transformational R&D - Scoring

1.0	Deliver Transformational Research & Development	Letter Grade	Numeric Score	Weight	Weighted Score	Total Score
1.1	R&D Strategy Implementation and Impact			100%		
Deliver Transformational R&D Focus Area Score						

2.0 Deliver R&D Program Outcomes

To achieve DOE’s vision, the INL must consistently fulfill program/customer commitments and outcomes. As always, adequate quality of deliverables is expected. Commitments made to the research sponsors, as set by the PEMP milestones identified in the INL baseline, provide the basis for performance evaluation. The impact of these PEMP milestones on program objectives (e.g., NE R&D Roadmap Objectives) or on the field in general may be considered in Section 1.0.

Table G. 2.0 Deliver R&D Program Outcomes – Performance Measures

Results and Performance Measures	Description
2.1	Nuclear Energy Outcomes
	Meet NE PEMP milestones identified in the contract baseline.
2.2	National and Homeland Security (NHS) Outcomes
	Meet NHS PEMP milestones identified in the contract baseline.
2.3	Other Mission Related Outcomes
	Meet other (non-nuclear energy and non-national security) PEMP milestones identified in the contract baseline.

Table H. 2.0 Deliver R&D Program Outcomes - Grading Definitions

Letter Grade	Definition
A to A+	Meets > 97% of PEMP milestones as identified in the contract baseline.
A-	Meets 95-97% of PEMP milestones as identified in the contract baseline.
B+	Meets 90-94% of PEMP milestones as identified in the contract baseline.
B	Meets 87-89% of PEMP milestones as identified in the contract baseline.
B-	Meets 83-86% of PEMP milestones as identified in the contract baseline.

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Letter Grade	Definition
C+	Meets 81-82% of PEMP milestones as identified in the contract baseline.
C	Meets 78-80% of PEMP milestones as identified in the contract baseline.
C-	Meets 75-77% of PEMP milestones as identified in the contract baseline.
-	No grade if below 75%.

Table I. 2.0 Deliver R&D Program Outcomes – Scoring

2.0	Deliver R&D Program Outcomes	Letter Grade	Numeric Score	Weight	Weighted Score	Total Score
2.1	Nuclear Energy Outcomes			55%		
2.2	National and Homeland Security Outcomes			35%		
2.3	Other Mission Related Outcomes			10%		
Deliver R&D Program Outcomes Focus Area Score						

3.0 Develop Capabilities for the Future

To enable INL to become the preeminent, internationally recognized nuclear energy research, development and demonstration laboratory, INL must maintain existing core capabilities and develop strategically important capabilities consistent with its core mission areas. DOE evaluation of INL performance towards achieving the strategy takes into consideration capability development in terms of human capital (talent), facilities, and equipment. These capabilities are successfully applied/demonstrated to achieve mission objectives.

The following performance measures provide the basis for earning grades as described in Section 3.0.

Table J. 3.0 Develop Capabilities for the Future – Performance Measures

Results and Performance Measures	Description
3.1	Progress Toward Developing World-Class Nuclear Capabilities (fuel cycle, reactors, and non-traditional uses)
3.1.1	<p>Demonstrate progress toward developing world-class post irradiation examination (PIE) capabilities at the INL as outlined in the FY 2009 PIE Strategic Plan.</p> <ul style="list-style-type: none"> Develop an implementation plan, by December 31, 2012, that addresses the installation of R&D equipment in Irradiated Materials Characterization Laboratory (IMCL). Install equipment in IMCL in FY 2013, in accordance with the implementation plan, necessary to support FY 2014 work, and on a schedule which allows for effective prototyping of equipment and timely

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Results and Performance Measures	Description
	<p>incorporation of results into design activities for the Advanced PIE (APIE) project. Include shielding for equipment where needed. At a minimum, the implementation plan is to include an equipment list for the first shielded enclosure.</p>
3.1.2	<p>Demonstrate progress toward developing capabilities (including transient testing, ceramic fuel, and modeling and simulation) to deliver transformational research in the development of fuels for future generations of reactors.</p> <ul style="list-style-type: none"> • Execute FY 2013 activities consistent with the 2009 Ceramic Fuel Strategic Plan and its 2012 addendum. • Demonstrate fabrication of uranium based ceramic fuel in the Experimental Fuels Facility (EFF).
3.1.3	<p>Demonstrate progress toward developing unique capabilities in aqueous and electrochemical separations and waste forms R&D.</p> <ul style="list-style-type: none"> • Execute FY 2013 activities consistent with the updated FY 2013 Separations and Waste Forms Strategic Plan and the updated FY 2013 Five-Year Implementation Plan for Advanced Separations and Waste Forms. • Complete the installation of a glovebox capability to support laboratory scale aqueous actinide separations research. • Expand lab-scale cold or warm R&D capabilities in pyroprocessing.
3.1.4	<p>Demonstrate progress toward developing world-class used fuel storage and transportation R&D capabilities. Execute FY 2013 activities consistent with the capability plan for Used Fuel R&D. Negotiate milestones by December 31, 2012.</p>
3.1.5	<p>Demonstrate the capabilities necessary to expand the relevance of nuclear energy by developing and enabling technologies for nuclear hybrid systems and continue to establish world-class capabilities to deliver transformational R&D for other non-traditional applications, such as space power.</p> <ul style="list-style-type: none"> • Execute FY 2013 activities consistent with the 2012 INL Hybrid Nuclear Energy Systems Strategic Plan, such as those highlighted below. These capabilities will be in the areas of systems architecture and control, energy transfer, energy conversion and storage, resource production and conversion, and byproduct management. <ul style="list-style-type: none"> ▪ Complete in FY 2013 the conceptual designs and cost estimates for a functional control room mock up as described in the Nuclear Energy Hybrid Systems Strategic Plan. ▪ Complete in FY 2013 the conceptual designs and cost estimates for a converter connection to the INL grid that provides capabilities for real-time grid simulations.

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Results and Performance Measures	Description
3.1.6	Submit Critical Decision-1 document packages for the Transient Fuel Testing Project and the APIE project to DOE for approval in accordance with agreed upon schedule.
3.1.7	In FY 2013, finalize the analyses, path forward, and decisions to enable commencement of transuranic fuels glovebox work in 2015. The glovebox capabilities are to be consistent with the high-level requirements outlined in the most recent ceramic fuels research and development capabilities strategic plan.
3.1.8	<p>Provide new capabilities to support the existing fleet of light water reactors and reactors that have the possibility of near term deployments.</p> <ul style="list-style-type: none"> • Continue with the development of expanded high performance control room simulator capabilities that can be used in broad applications including Light Water Reactor Sustainability (LWRS), Small Modular Reactors (SMRs) and potentially non-nuclear plants. • Continue development of MOOSE - based applications extending the capabilities beyond just the fuel performance modeling with the objective of coupling capability among applications - e.g. Relap7, Raven, and Grizzly.
3.2	Progress Toward Establishing the INL as a Major Center for National Security Technology Development and Demonstration
3.2.1	<p>Nonproliferation & Global Nuclear Security: Continue to progress in establishing itself as a major center for nonproliferation and global nuclear security technology development, testing and demonstration, and training for nuclear and radiological threat response. Roll out the Nonproliferation Technologies Evaluation Center (NTEC) consistent with the implementation and communications plans and expand use of the Zero Power Physics Reactor (ZPPR) facility and other capabilities of NTEC. These other capabilities may include, but aren't limited to, the Radiological Response Test Range, nuclear fuel cycle and research facilities and equipment, and the INL site.</p> <p>International Safeguards & Security: Progress towards the vision of being a leader for safeguards and security technologies and approaches for nuclear fuel cycle facilities, leveraging and growing facilities and capabilities in support of international safeguards and security with particular emphasis on integrating safety, security and safeguards for safe and secure nuclear energy. Support key programs such as the safeguards portion of the Joint Fuel Cycle Studies initiative, expanded training for the International Atomic Energy Agency (IAEA), an expanded or new project that leverages INL capabilities, and application of distinctive INL cyber security capabilities to nuclear facilities.</p> <p>Intelligence Community Support: Continue implementation of the strategic plan in support of the intelligence</p>

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Results and Performance Measures	Description
	community pertaining to leveraging of its nuclear fuel cycle expertise. Enhance capability, recognition, and application in the areas of fuel cycle analysis, nuclear facility security, signatures, forensics, training, and reach back support in areas for which INL has specialized expertise.
3.2.2	<p>Critical Infrastructure Protection</p> <p>Control System Cyber Security: Continue to enhance capabilities in cyber and controls systems by:</p> <ul style="list-style-type: none"> • Establishing INL's Industrial Control Systems-Mission Support Center (ICS-MS-C) as a recognized Threat Analysis capability to solve national challenges. <p>Electric Grid: Enhance Grid security and stability capabilities by:</p> <ul style="list-style-type: none"> • Developing the INL Strategic Advisory Group for the Center of Excellence for Grid Reliability. The Strategic Advisory Group will: (1) help identify national gaps in electric grid research, development, demonstration, and deployment that can be addressed by INL and (2) provide recommendations on capability investments to enhance INL's ability to solve national grid challenges. • Establishing and hosting the first annual INL chaired workshop to promote understanding of and protection for Geomagnetic Disturbance (GMD) effects. <p>Wireless: Extend INL's unique wireless communications capabilities by:</p> <ul style="list-style-type: none"> • Implementing the Wireless National User Facility (W-NUF) and expanding industry and government collaboration on national spectrum challenges as part of the Wireless National Scientific User Facility.
3.2.3	<p>National Defense: Leverage its unique capabilities in armor, explosives and materials technologies by:</p> <ul style="list-style-type: none"> • Expanding INL's National Security Test Range (NSTR) capabilities by completing and publishing environmental assessment/impact requirements for FY 2014 investments. • Expansion of unique capabilities to provide applied solutions in support of special programs through internal and/or external investments. • Establishing a new Science & Technology (S&T) program with the United States Special Operations Command (SOCOM). • Leveraging Specific Manufacturing Capability (SMC) expertise and facilities.

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Results and Performance Measures	Description
3.2.4	<p>Achieve recognition as a science and technology provider in Nuclear Nonproliferation/Counterproliferation and Critical Infrastructure Protection/National Defense. Representative examples include:</p> <ul style="list-style-type: none"> • Recognition of INL technical leaders in the scientific/technical community via publications in relevant peer reviewed journals, awards, presentation of peer reviewed conference papers, dissemination of intelligence analyses, and participating in national panels or committees. • Notable citations of INL research, or recognition by INL clients or national/international technical peers.
3.3	Science & Technology Capabilities Supporting the Principal Missions
3.3.1	<p>Demonstrate progress toward establishing world-class research, development and demonstration capabilities in advanced clean energy systems consistent with INL capability needs related to NE and National Security (NS) missions. Leverage resources of vendors, end-users, and other sponsors to establish and implement these capabilities. Focus includes:</p> <ul style="list-style-type: none"> • Progress toward development and demonstration of capabilities to conduct research, development, testing, integration and analyses/evaluations of advanced clean energy technologies and systems.
3.4	Workforce Capabilities that Enable Principal Missions
<p>The Department of Energy and the Nation need extraordinary scientific and technical talent to compete in a global economy. As defined in the American Competitiveness Initiative, DOE has the responsibility to encourage American innovation and strengthen the Nation’s ability to compete. Development of clean energy supplies poses demanding scientific and engineering challenges, which will require highly qualified staff in DOE’s National Laboratories and other R&D Institutions. The United States faces an impending shortage of students and a future workforce trained to lead and support the low-carbon economy. To meet these needs, DOE has a goal of increasing energy systems education and workforce development and providing the educational and technical training opportunities to meet DOE’s advanced energy missions. To further meet these challenges, DOE policy recognizes that full utilization of the talents and capabilities of a diverse work-force is critical to the achievement of its mission. Diversity is both a core DOE value and a strategic business imperative.</p> <p>Measured items include:</p>	
3.4.1	<p>Science Technology Engineering and Math (STEM) Education: Develop future human capital capability to support INL Missions by improving STEM in the State of Idaho. Improve the Idaho STEM (i-STEM) program and demonstrate a measureable impact to stakeholder advocacy. Expand i-STEM’s reach to Idaho schools. Lead efforts to analyze the current i-STEM program and identify gaps and areas for improvement. Support STEM education effort by working on joint programs to enhance workforce readiness in the region.</p>
3.4.2	<p>Strategic Technical Capabilities: Develop strategic technical capabilities in material science that provide for the</p>

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Results and Performance Measures	Description
	INL's long term ability to contribute to the overall research and development goals of the Department and its customers and positions INL to support future Energy missions.

For grading Section 3.0, Develop Capabilities for the Future, refer to Table A, General Letter Grade, Adjectival Rating, Numeric Range, Definition, and Award-Fee Pool Available To Be Earned.

Table K. 3.0 Develop Capabilities for the Future – Scoring

3.0	Develop Capabilities for the Future	Letter Grade	Numeric Score	Weight	Weighted Score	Total Score
3.1	Progress Toward Developing World-Class Nuclear Capabilities (fuel cycle, reactors, and non-traditional uses)			50%		
3.2	Progress Toward Establishing the INL as a Major Center for National Security Technology Development and Demonstration			30%		
3.3	Science & Technology Capabilities Supporting the Principal Missions			10%		
3.4	Workforce Capabilities that Enable Principal Missions			10%		
Develop Capabilities for the Future Focus Area Score						

4.0 Establish Broader, More Effective Collaborations

DOE Policy is to support the private sector in bringing innovative clean energy technologies to market as quickly and efficiently as possible. Partnerships with industry broaden the interdisciplinary nature of energy research and facilitate prompt transition from research to products. National Laboratories are strongly connected to the international science and technology community. University and other strategic partnerships and collaborations support development of innovative programs and the creation of a robust science base to address the DOE Mission. Collaborations with academic, Government, and industrial organizations bring their research bases and infrastructures to bear on INL's missions to provide impact regionally, nationally and internationally. In particular, strong public-private sector partnerships are key to a successful effort to rebuild the national nuclear enterprise. To establish these collaborations, INL will focus on the following results:

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Table L. 4.0 Establish Broader, More Effective Collaborations – Performance Measures

Results and Performance Measures	Description
4.1	Engagement of the Nuclear Industry, Nuclear-Interested Parties (including relevant nuclear collaborations with industry and the commercial sector)
4.1.1	<p>In collaboration with industry, community, federal government and other interested stakeholders, assess opportunities to leverage INL assets and capabilities to advance deployment of nuclear energy technologies utilizing the INL site infrastructure and engagement strategy.</p> <ul style="list-style-type: none"> • Develop modern, adaptable and efficient technologies to advance nuclear energy. • Develop modern, adaptable and efficient site infrastructures and closely coordinate multi-agency efforts at the sites. • Engage local communities, state government, and stakeholders in the utilization of INL site assets.
4.1.2	<p>INL to support industry needs in testing and demonstration of nuclear systems that lead to the licensing and commercial deployment of those systems. Jointly, with industry and other participants of integrated energy production systems, demonstrate the viability for improved economics, safety and security for commercial deployment, specifically:</p> <ul style="list-style-type: none"> • Based on industry needs, seek to develop technologies that lead to the licensing and commercialization of advanced reactor systems. • Develop modern, adaptable and efficient technologies based on needs expressed by industry. • Develop modern, adaptable and efficient technologies that increase the safety, security and economics of existing LWRs. • Working with industry, use existing infrastructure at INL to investigate new technologies that increase the likelihood of licensing and commercialization in the future.
4.1.3	<p>Advance coordination of INL planned nuclear energy R&D with endorsement by the nuclear industry and regulators as necessary and useful for the future commercial deployment of advanced reactor or fuel cycle systems.</p> <ul style="list-style-type: none"> • Based on industry needs, seek to develop fuel cycle technologies that reduce the need for used fuel disposition. • Develop modern, adaptable and efficient fuel cycle technologies that increase recycled fuel technologies, expressed as needs by industry. • Develop modern, adaptable and efficient technologies that increase the safety, security and onsite storage of used fuel. • Working with industry, develop and/or test advanced reactor concepts for

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Results and Performance Measures	Description
	potential future deployment.
4.1.4	<p>Identify industry needs that support commercial deployment of technologies as evidenced by agreements resulting from workshops and other laboratory/industry interactions.</p> <ul style="list-style-type: none"> • Sponsor or participate in industry engagement workshops to collect and understand industry requirements; pursue R&D activities that support those industry requirements. • Pursue technologies that can be useful across industry, e.g., standardized approaches to verification & validation (V&V) and unresolved questions (UQ) for modeling and simulation. • Develop modern, adaptable and efficient technologies that increase the safety and security for all types of nuclear reactors, as communicated by industry.
4.2	Enhance Regional, National and International Partnerships
4.2.1	<p>Educational Partnerships (Center for Advanced Energy Studies (CAES)):</p> <ul style="list-style-type: none"> • Demonstrate significant partnerships with Idaho universities through CAES. • Execute collaborative research and development projects with CAES partners to strengthen relevant academic programs and graduate students and faculty capabilities in energy related areas. • Grow collaborative partnerships and research portfolios with industry. • Provide internship opportunities that keep INL as one of the top internship programs in the country.
4.2.2	<ul style="list-style-type: none"> • Provide leadership to regional states/provinces relative to energy and environment. • Demonstrate partnerships with regional states to enable safe, clean and economically feasible development of energy resources. • Provide support to regional Department of Defense (DoD) facilities in their development of clean energy options.
4.2.3	<ul style="list-style-type: none"> • Fully implement the joint proposal call and review process between the Advanced Test Reactor (ATR) National Scientific User Facility (NSUF) and an Office of Science User Facility. • Implement key (FY 2012) recommendations of ATR-NSUF Scientific Review Board and the ATR NSUF user organization.
4.3	Technology Transfer, Deployment and Commercialization
4.3.1	<p>Demonstrate substantial progress in enhancing the impact and value of the technology deployment function to the INL mission, operations and performance, including improved commercialization of INL-developed technology.</p>

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Results and Performance Measures	Description
	<ul style="list-style-type: none"> • Transfer and facilitate the commercialization of INL developed technology through appropriate mechanisms, including Cooperative Research and Development Agreements (CRADAs), Work For Other (WFOs), licenses, license options, spin-outs and start-ups. • Continue INL’s Technology Based Economic Development program to foster an entrepreneurial culture in the region: position INL and CAES as key contributors driving economic development in the region. • Meet a goal of 0.9% matching funds to private partners in order to promote promising energy related technologies for commercial purposes. This may be met entirely with CRADA and similar technology transfer agreements where government funds in can be attributed to the agreement. The base for calculating this percentage will be DOE funding provided for applied energy research, development, demonstration and commercial application.
4.3.2	Demonstrate innovation and improvement in the overall quality and performance of INL technology transfer.

For grading Section 4.0 Establish Broader, More Effective Collaborations, refer to Table A, General Letter Grade, Adjectival Rating, Numeric Range, Definition, and Award-Fee Pool Available To Be Earned.

Table M. 4.0 Establish Broader, More Effective Collaborations – Scoring

4.0	Establish Broader, More Effective Collaborations	Letter Grade	Numeric Score	Weight	Weighted Score	Total Score
4.1	Engagement of the Nuclear Industry, Nuclear-Interested Parties			50%		
4.2	Enhance Regional, National and International Partnerships			30%		
4.3	Technology Transfer, Deployment and Commercialization			20%		
Establish Broader, More Effective Collaborations Focus Area Score						

5.0 Safety, Operations, Business Management, and Stewardship

INL will bring about measureable improvements in management systems, controls, and deploy management practices that increase overall effectiveness of the Laboratory. To demonstrate improvement in safety, operations, business management, and stewardship, INL should focus on the following objective results:

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Table N. 5.0 Safety, Operations, Business Management, and Stewardship – Performance Measures

Results and Performance Measures	Description
5.1	Operations Performance in Support of Research and Production Programs
5.1.1	Measurement of ATR’s support of customers based on the approved FY 2013 ATR Integrated Strategic Operational Plan (ISOP) which includes items specifically related to priority experiments as well as items related to overall experiment execution. If revisions of the ISOP occur during FY 2013 and are directly related to customer requested changes affecting milestones and commitments, the customer requirements form may be subsequently revised with DOE approval.
5.1.2	Measurement of INL support for customer requirements achieving nuclear materials management objectives for Special Nuclear Material (SNM) using a customer requirements form. This form will establish specific measures and criteria for success in achieving FY 2013 nuclear materials management performance objectives in areas of SNM disposition, Experimental Breeder Reactor (EBR) II driver fuel receipts and processing, and use of nuclear materials in support of NE and National Nuclear Security Administration (NNSA) programs and missions.
5.1.3	Materials and Fuels Complex (MFC) Documented Safety Analyses (DSAs) Completion: Submit all upgraded DSAs to allow DOE approval (based on a 90 day approval process) by September 30, 2013; and implement Analytical Laboratory, Fuel Conditioning Facility (FCF), Transient Reactor Experiment and Test (TREAT) Facility Warehouse, and TREAT Basis for Interim Operations (BIO).
5.1.4	<p>Specific Manufacturing Capability Productions:</p> <ul style="list-style-type: none"> • Meet approved FY 2013 front armor production quantities • Meet approved FY 2013 side armor production quantities • Cumulative quality of 98% or above • Schedule and conduct effective maintenance activities that maintain facility capabilities.
5.1.5	<p>Demonstrate management excellence in the execution of the Research Reactor Infrastructure (RRI) Program.</p> <ul style="list-style-type: none"> • Complete all university contract reviews, renewals and modifications, including reporting, fuel cost sharing arrangements and mechanism for updates. • Establish and maintain a comprehensive fuel tracking system to support fuel acquisition and disposition planning, to include all domestic university reactors. • Develop and issue the first annual comprehensive RRI program report by November 30, 2012.

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Results and Performance Measures	Description
5.2	Contractor Assurance System (CAS), Implementation and Operational/Safety Assurance
5.2.1	<p>The Operational CAS is effective, which includes:</p> <ul style="list-style-type: none"> • Rigorous, risk-informed, and credible self-assessment and feedback and improvement activities. Assessment programs are risk-informed, formally documented, and appropriately cover high consequence activities. • Implementation of an effective issues management system that is formally documented and: <ul style="list-style-type: none"> (a) Captures program and performance deficiencies (individually and collectively) in systems that provide for timely reporting, and taking appropriate and effective corrective actions; (b) Is a process that is capable of categorizing significant issues based on risk and priority and other appropriate factors that ensures problems are evaluated and corrected on a timely basis; and, (c) Includes a consistent set of INL wide metrics that can be used as leading indicators to perform analysis and trending to assess operational performance. • Operational events are adequately critiqued, reported, and investigated, with appropriate and timely corrective actions. • CAS data (e.g., assessment results, performance metrics, plans, schedules, issues management data, etc.) is documented and readily available to DOE. Results of assurance processes are periodically (i.e., quarterly) compiled, and reported. • A method for validating the effectiveness of assurance system processes. Third party audits, peer reviews, independent assessments, and external certification may be used and integrated into the CAS to complement internal assurance systems.
5.3	Project Management
5.3.1	Demonstrate performance of the ATR Near Term Remote Monitoring and Management Project by completing a final design.
5.3.2	Provide timely and accurate project information to INL and DOE-ID management for designated capital asset projects via a single reporting mechanism.
5.3.3	Establish and track project management metrics for designated projects. Manage all designated projects within a $\pm 10\%$ cumulative project to date cost and schedule variance against the approved project performance baseline.
5.3.4	Sustain Earned Value Management System (EVMS) certification through INL internal assurance and maintenance activities. Successfully pass an annual surveillance of the EVMS.
5.4	Environmental Management and Sustainability
	Execute Environmental Management activities to successfully impact the following:
5.4.1	Successfully transfer the Sodium Component Maintenance Shop (SCMS)

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Results and Performance Measures	Description
	MFC-793 to the Office of Environmental Management (EM).
5.4.2	Implement measures in FY 2013 to assure continued INL compliance with the annual Site Treatment Plan regulatory compliance milestone (treat 2m ³ /year of the INL mixed low-level waste backlog) through 2017.
5.4.3	Submit a revised process knowledge document for MFC Analytical Laboratory remote-handled transuranic (RH TRU) waste or provide documentation to develop a new process knowledge document for currently stored or future generated MFC Analytical Lab RH TRU waste by August 1, 2013 . Submit an RH TRU waste certification plan for the Analytical Laboratory RH TRU waste by August 1, 2013 .
Implement DOE's Strategic Sustainability Performance Plan, including an overall approach that uses available funding to prioritize projects or upgrades with the greatest overall impact to the following goals:	
5.4.4	Complete an analysis of the potential use of blended fuels in INL fleet to increase use of alternative fuels.
5.4.5	Evaluate ATR Complex water reduction projects, including the four conservation projects proposed in the Pacific Northwest National Laboratory (PNNL) INL Water Assessment Report. Implement at least one project that reduces water usage by 5M gallons.
5.4.6	Infrastructure: Complete the Guiding Principles review and establish the score in Portfolio Manager for 4 additional buildings, >5000gsf, to meet the Guiding Principles in FY 2013. Install 20,000 ft ² of roofing that meets the DOE "Cool Roof" requirements; incorporate cool roof requirements for new or existing buildings.
5.4.7	Sustainability: Reduce energy intensity by a minimum of 2% from FY 2012 levels. Work toward the 50% diversion goals in the DOE Strategic Sustainability Performance Plan by diverting at least 35% of nonhazardous solid waste and 20% construction and demolition waste from landfills.
5.4.8	Sustainable Acquisition: 95% of all new procurement actions, including task and delivery orders, will state a preference for the supply or use of products and services that are energy efficient (Energy Star or Federal Energy Management Program (FEMP) designated), water efficient, bio-based, environmentally preferable (including Electronic Product Environmental Assessment Tool (EPEAT) registered products), non-ozone depleting, recycled content, or are non-toxic or less toxic alternatives. Implement processes as necessary to measure and report performance, by August 2013 , against the 95% Sustainable Procurement Goal from the DOE Strategic Sustainability Performance Plan and Executive Order (EO) 13514.
5.5	Safeguards & Security Optimization
Through coordination with NE, DOE-ID, and INL Nuclear Operations develop a plan including scope, cost and schedule for implementation of DOE Order 474.2, Change 1, Nuclear Material Control and Accountability consistent with the Department's Graded Security Protection Policy.	

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Results and Performance Measures	Description
5.5.1	Compile facility characterization using DOE Order 474.2, Change 1, Nuclear Material Control and Accountability dated August 3, 2011.
5.5.2	Perform vulnerability analysis on required facilities consistent with the Department's Graded Security Protection Policy.
5.5.3	Coordinate INL path forward for implementation of DOE Order 474.2, Change 1, Nuclear Material Control and Accountability consistent with the Department's Graded Security Protection Policy with the Office of Health Safety and Security (HSS).
5.5.4	Develop a specific plan including scope, cost and schedule for implementation of DOE Order 474.2, Change 1, Nuclear Material Control and Accountability consistent with the Department's Graded Security Protection Policy.
5.6	Business Management
5.6.1	Business Systems: INL shall perform a critical self assessment/evaluation of the current Business Management Systems employed by the contractor for alignment with timely program mission accomplishment and needs. A report comprising the results of this evaluation, including process and system realignment changes deemed necessary as a result of the review, shall be submitted to DOE by June 30, 2013 . The report shall also contain descriptive action plans and scheduled completion dates for the business system changes identified as a result of this review.
5.6.2	Indirect Baseline Management: Establish and maintain a responsive, flexible, and efficient indirect cost management planning and execution process focused on INL program mission accomplishment that results in predictable and constant to decreasing indirect labor multiplier to programs and a fiscal year end indirect cost recovery position as close to zero as possible, but not exceeding -\$3M (under-recovered). Continual evaluation of indirect services/efficiencies needs to be maintained to focus INL funds availability for mission accomplishment.

For grading Section 5.0 Safety, Operations, Business Management, and Stewardship, refer to Table A, General Letter Grade, Adjectival Rating, Numeric Range, Definition, and Award-Fee Pool Available To Be Earned.

Table O. 5.0 Safety, Operations, Business Management, and Stewardship – Scoring

5.0	Safety, Operations, Business Management, and Stewardship	Letter Grade	Numeric Score	Weight	Weighted Score	Total Score
5.1	Operations Performance in Support of Research and Production Programs			35%		
5.2	Contractor Assurance System (CAS), Implementation and Operational/Safety Assurance			20%		
5.3	Project Management			10%		

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5.0	Safety, Operations, Business Management, and Stewardship	Letter Grade	Numeric Score	Weight	Weighted Score	Total Score
5.4	Environmental Management and Sustainability			10%		
5.5	Safeguards & Security Optimization			15%		
5.6	Business Management			10%		
Safety, Operations, Business Management, and Stewardship Focus Area Score						

6.0 Leadership of the INL

Laboratory leadership must translate INL vision and strategies into explicit performance expectations that are effective in aligning all managers and the workforce into a cohesive, collaborative, and integrated team pursuing mission execution. DOE 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 INL. DOE’s subjective evaluation of INL performance will be based upon oversight reports, peer review, etc. The following characteristics will be considered in the evaluation:

Table P. 6.0 Leadership of the INL – Performance Measures

Results and Performance Measures	Description
6.1	Quality Leadership in Management and Operations
6.1.1	<p>Leadership and Stewardship of the Laboratory: Laboratory’s senior management team must demonstrate their ability to define a realistic vision for the future of the Laboratory and make progress in realizing that vision.</p> <p>Management and Operation of the Laboratory: Laboratory’s senior management team must demonstrate understanding of the costs of doing business at the Laboratory and prioritize the management and allocation of these costs commensurate with their associated risks and benefits and instill a culture of accountability and responsibility down and through the entire organization.</p> <p>Contractor Commitment to the INL and Value-added: The Laboratory’s leadership must bring additional value through corporate involvement/contributions to address challenges at the Laboratory and provide other contributions to the Laboratory and its community that enables accomplishments towards the missions and vision of the Laboratory that DOE cannot provide.</p> <p>Other Consideration: Build one team at MFC with shared goals, accountability, and ownership for</p>

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Results and Performance Measures	Description
	the mission. Build confidence in work acceptance and execution which includes planning, cost estimating, scheduling, and performance. Gain efficiency without compromising safety. Effectively integrate corrective action plans and paths to excellence.

Table Q. 6.0 Leadership of the INL – Grading Definitions

Letter Grade	Definition
A+	Leadership of the Laboratory has made outstanding progress over the previous year in realizing the vision for the INL, exceeding almost all DOE expectations for technical, cost and schedule performance of the contract in the aggregate as defined and measured in the PEMP for the award fee evaluation period. Planning, operation and management 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 has overcome difficult challenges, avoided problems, and been exceptionally successful in all areas with minimal DOE assistance or oversight.
A	Leadership of the Laboratory has made significant progress over the previous year in realizing the vision for the INL, exceeding almost all DOE expectations for technical, cost and schedule performance as defined and measured in the PEMP for the award fee evaluation period. Planning, operation and management are of superior quality, have been recognized and referenced for their excellence DOE-wide, and have an impact on the vision/plans of other national laboratories. Faced with difficult challenges, actions were taken proactively by the senior leadership of the Laboratory to redirect activities to avoid problems and enhance the long-term future of the INL.
A-	Leadership of the Laboratory has made important progress over the previous year in realizing the vision for the INL, exceeding almost all DOE expectations for technical, cost and schedule performance of the contract in the aggregate as defined and measured in the PEMP for the award fee evaluation period. Planning, operation and management are high quality and are recognized and referenced for their excellence. Faced with difficult challenges, actions were taken by the senior leadership of the Laboratory to redirect activities to avoid and solve problems and enhance the long-term future of the INL
B+	Leadership of the Laboratory has exceeded many of the measures and made good progress over the previous year in realizing their vision for the INL, exceeding many DOE expectations for technical, cost and schedule performance of the contract in the aggregate as defined and measured in the PEMP for the award fee evaluation period. Strategic plans present long range goals that are both exciting and realistic. Planning, operation and management are of high quality. Decisions and actions taken by the Laboratory leadership to avoid problems, align work, facilities, equipment and technical capabilities with the INL vision and plan. The INL leadership faced difficult challenges and successfully plotted its course

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Letter Grade	Definition
	through the difficulty, with limited help from DOE.
B	Leadership of the Laboratory has exceeded many of the measures and made progress in most areas over the previous year in realizing their vision for the INL, exceeding many DOE expectations for technical, cost and schedule performance of the contract in the aggregate as defined and measured in the PEMP for the award fee evaluation period. Strategic plans present long range goals that are exciting and realistic; however limited improvements may be required for full implementation of the goals to be achieved. Planning, avoiding problems, operation and management demonstrate high quality with a few minimal deficiencies.
B-	The senior leadership of the Laboratory has exceeded many of the measures and made progress in many areas over the previous year in realizing their vision for the INL, exceeding many DOE expectations for technical, cost and schedule performance of the contract in the aggregate as defined and measured in the PEMP for the award fee evaluation period. Strategic plans present long range goals that are realistic; however some improvements may be required for full implementation of the goals to be achieved. While Laboratory operations are successful; planning, avoiding problems, operation and management demonstrate some deficiencies.
-	No grade if below a B-.

Table R. 6.0 Leadership of the INL - Scoring

6.0	Leadership of the INL	Letter Grade	Numeric Score	Weight	Weighted Score	Total Score
6.1	Quality Leadership in Management and Operations			100%		
Leadership of the INL Focus Area Score						

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Section A

Approach and Performance Rating Process

1.0 Introduction

This contract attachment sets forth the Performance Evaluation and Measurement Plan (PEMP) that will be used by the Department of Energy (DOE) to evaluate the performance of Battelle Energy Alliance, LLC (BEA) for the management and operation of the Idaho National Laboratory (INL) in Fiscal Year (FY) 2013, in accordance with Sections B.2 and I.17 of the contract.

The FY 2013 INL PEMP includes six Focus Areas, which emphasize achievements of the DOE Vision for INL (in Section C of the contract), but do not undervalue the expectation of satisfactory performance levels in other areas of the statement of work. DOE expects INL will continue to implement and integrate environment, safety and health (ES&H), quality, and security into its programs and operations to enhance overall mission success.

This PEMP identifies Focus Areas where INL can impact results supportive of DOE strategic initiatives and NE mission objectives in particular. These Focus Areas provide evaluation of mission achievement with both subjective and objective measures of performance. The six Focus Areas for the FY 2013 PEMP include: 1) Deliver Transformational Research and Development (R&D); 2) Deliver Research & Development Program Outcomes; 3) Develop Capabilities for the Future; 4) Establish Broader, More Effective Collaborations; 5) Safety, Operations, Business Management, and Stewardship; and 6) Leadership of the INL.

2.0 Definitions

PEMP Focus Areas: These are the six topical areas that are used to group the PEMP Results and related Performance Measures.

PEMP Results: Results that have been agreed upon by INL and DOE for encouraging contractor performance. PEMP Measures are part of and make up the PEMP Results. The grade and numerical score for each Result will be determined using the definitions in the grading table assigned for each Focus Area.

Performance Measure: Within the PEMP Results are the qualitative and/or quantitative measures for evaluating performance. PEMP Measures are expected to be achieved during FY 2013. Absence of a Performance Measure in the PEMP process does not diminish the requirement for the contractor to comply with specific contractual requirements. Failure to meet a significant contractual requirement may result in the Contracting Officer overriding the PEMP Measure score.

The following are examples of criteria that can be used for evaluating and differentiating grades of performance:

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- Program PEMP milestones – and specific program performance expectations
- Performance related to a Result, but that is considered to go above and beyond
- Performance related to a Result that is considered not to have a negative impact
- Performance that has a negative impact to an identified Result or some other aspect of laboratory activities.
- Formal, written change(s) to PEMP milestone(s), as directed by the program manager or higher
- Degree of innovation applied to performance
- Degree of difficulty to achieve, issues resolved, innovations applied
- Degree of integration with existing INL programs
- Degree of collaboration/leverage obtained from outside partnerships
- Degree of impact (INL, DOE Office of Nuclear Energy (NE), national, international)
- Performance that, while not specifically related to program milestones, provides value to DOE
- Quality of products and deliverables

Table A. General Letter Grade, Adjectival Rating, Numeric Range, Definition, and Award-Fee Pool Available To Be Earned

Letter Grade	Adjectival Rating	Numeric Range	Definition	Award-Fee Pool Available To Be Earned
A+	Excellent	4.3-4.1	Contractor has exceeded almost all of the significant award-fee Focus Areas and Results and has met overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. Contractor performance significantly exceeds expectations made toward realizing strategic objectives with significant positive impact on INL's or DOE's mission. Contractor performance significantly exceeds expectations of performance as set within Performance Measures identified for each desired Result or within the purview of the desired Result. Areas of notable performance have or have the potential to significantly improve the overall mission of the Laboratory. No specific deficiency noted within the purview of the overall Result being evaluated.	100%
A	Excellent	4.0-3.8	Contractor has exceeded almost all of the significant award-fee Focus Areas and Results and has met overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. Contractor performance	97%

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Letter Grade	Adjectival Rating	Numeric Range	Definition	Award-Fee Pool Available To Be Earned
			exceeds expectations made toward realizing strategic objectives with positive impact on INL's or DOE's mission. Contractor performance notably exceeds expectations of performance as set within Performance Measures identified for each desired result or within other areas within the purview of the desired Result. Areas of notable performance either have or have the potential to improve the overall mission of the Laboratory. Minor deficiencies, if any, noted are more than offset by the positive performance within the purview of the desired Result being evaluated and have no potential to adversely impact the mission of the Laboratory.	
A-	Excellent	3.7-3.5	Contractor has exceeded almost all of the significant award-fee Focus Areas and Results and has met overall cost, schedule and technical requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. Contractor performance exceeds expectations made toward realizing strategic objectives. Contractor performance exceeds expectations of performance as set within Performance Measures identified for each desired Result or within other areas within the purview of the desired Result, with some notable areas of increased performance identified. Minor deficiencies, if any, noted are offset by the positive performance within the purview of the desired Result being evaluated with little or no potential to adversely impact the mission of the Laboratory.	94%
B+	Very Good	3.4-3.1	Contractor has exceeded many of the significant award-fee Focus Areas and Results and has met overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. Contractor performance meets most expectations of performance as set within Performance Measures identified for desired Results. Minor deficiencies, if any, identified are offset by other exceptional performance within the desired Result being evaluated and have little to no potential to adversely impact the mission of the	90%

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Letter Grade	Adjectival Rating	Numeric Range	Definition	Award-Fee Pool Available To Be Earned
			Laboratory.	
B	Very Good	3.0-2.8	Contractor has exceeded many of the significant award-fee Focus Areas and Results and has met overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. Contractor performance exceeds many expectations of performance as set within Performance Measures identified for many desired Results. Contractor performance that does not meet expectations is identified, but is offset by positive performance within the purview of the desired Result and has little to no potential to adversely impact the mission of the Laboratory.	84%
B-	Very Good	2.7-2.5	Contractor has exceeded many of the significant award-fee Focus Areas and Results and has met overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. However, one or two expectations of performance within the Performance Measures identified for some desired Results are not met and/or minor deficiencies are identified, and although they may be offset by other positive performance, they have some potential to adversely impact the Result or the mission of the Laboratory.	76%
C+	Good	2.4-2.1	Contractor has exceeded some of the significant award-fee Focus Areas and Results and has met overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. However, some expectations of performance set within Performance Measures identified for desired Results are not met and/or other deficiencies are identified, and although they may be offset by other positive performance, they have the potential to adversely impact the desired Result or the mission of the Laboratory.	51-75%

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Letter Grade	Adjectival Rating	Numeric Range	Definition	Award-Fee Pool Available To Be Earned
C	Satisfactory	2.0-1.8	Contractor has met overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. Either there are little or no areas of notable contractor performance or the areas of notable performance are offset by the performance that does not meet expectations, and/or several other deficiencies are identified. Deficiencies have the potential to adversely impact the desired Result or mission of the Laboratory.	No greater than 50%
C-	Unsatisfactory	1.7-1.1	Contractor has failed to meet Focus Areas and Results and overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. Many expectations as set within Performance Measures identified for desired Results are not met and/or other significant deficiencies are identified that have or will have an adverse impact on the desired Result or the mission of the Laboratory if not immediately corrected.	0%
D	Unsatisfactory	1.0-0.8	Contractor has failed to meet Focus Areas and Results and overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. Most or all expectations as set within Performance Measures identified for desired Results are not met and/or other major deficiencies are identified that have adversely impacted the desired Result or the mission of the Laboratory.	0%
F	Unsatisfactory	0.7-0	Contractor has failed to meet Focus Areas and Results and overall cost, schedule and technical performance requirements of the contract in the aggregate as defined and measured in the PEMP for the award-fee evaluation period. However, most or all expectations as set within Performance Measures identified for desired Results are not met and/or other major deficiencies are identified that have a significant, adverse impact on both the desired Result and the mission of the Laboratory.	0%

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3.0 Scoring

The scoring system used to arrive at the fee determination for INL performance has the following four components:

- First, each PEMP Focus Area contains a number of PEMP Results. PEMP Results are graded by evaluating the Performance Measures described and assigning each of the PEMP Measures a letter grade (in accordance with the “Grading Definitions” for each PEMP Focus Area, if applicable) and corresponding numeric grade (in accordance with Table A, General Letter Grade, Adjectival Rating, Numeric Range, Definition, and Award-Fee Pool Available To Be Earned).
- Second, multiply the numeric scores for each PEMP Result by their respective “Weights” within each PEMP Focus Area. Add all of the weighted scores together to arrive at a total score for each PEMP Focus Area.
- Third, after a total score is calculated for each PEMP Focus Area, those scores are transferred to Table C, FY 2013 Contractor Score Evaluation. Using Table B, Performance-Based Fee Earned Scale, the percent of fee earned is identified (rounded to the nearest hundredth) and entered on Table C. The percent of fee earned is multiplied by both the corresponding weight and the total available fee pool (\$18,700,000) to arrive at the total fee earned for each PEMP Focus Area.
- Fourth, the total fee earned for each PEMP Focus Area is summed together to arrive at total fee earned for all PEMP Focus Areas. This total fee earned is divided by the total available fee pool to calculate the overall percent of fee earned for FY 2013. The final adjectival rating, in accordance with Table 16-1 in the Federal Acquisition Regulation (FAR) Section 16.401, will be in accordance with Table A, General Letter Grade, Adjectival Rating, Numeric Range, Definition, and Award-Fee Pool Available To Be Earned.

Unless otherwise stated, all PEMP Focus Areas and their associated PEMP Results, and Performance Measures are to be completed by September 30, 2013. Each of the Performance Measures identifies significant activities, requirements, or milestones important to the success of the corresponding PEMP Result and shall be used as the primary means of determining the contractor's degree of success in meeting the desired Result.

Although evaluation of Performance Measure completeness is the primary means for determining performance, other performance information from other sources including, but not limited to, BEA's self-evaluation report, customer service evaluations, other performance areas within the purview of a Result, operational awareness (daily oversight) activities, "For Cause" reviews (if any), peer reviews, and other outside agency reviews (Office of the Inspector General (OIG) and the Government Accountability Office (GAO), etc.) may be used in determining INL's overall success in meeting a Result.

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Table B. Performance-Based Fee Earned Scale

Grade	Overall Weighted Score from Table A	Award-Fee Pool Available To Be Earned	Adjectival Rating
A+	4.3-4.1	100%	Excellent
A	4.0-3.8	97%	Excellent
A-	3.7-3.5	94%	Excellent
B+	3.4-3.1	90%	Very Good
B	3.0-2.8	84%	Very Good
B-	2.7-2.5	76%	Very Good
C+	2.4-2.1	51-75%	Good
C	2.0-1.8	50%	Satisfactory
C-	1.7-1.1	0%	Unsatisfactory
D	1.0-0.8	0%	Unsatisfactory
F	0.7-0.0	0%	Unsatisfactory

Table C. FY 2013 Contractor Score Evaluation

Focus Areas		Total Numeric Score (rounded to nearest hundredth)	Percent Fee Earned (from Table B)	Weight	Total Fee Earned ("percent fee earned" x "weight" x total available fee pool)
1	Deliver Transformational R&D		%	10%	\$
2	Deliver R&D Program Outcomes		%	25%	\$
3	Develop Capabilities for the Future		%	20%	\$
4	Establish Broader, More Effective Collaborations		%	10%	\$
5	Safety, Operations, Business Management, and Stewardship		%	25%	\$
6	Leadership of the INL		%	10%	\$
			Total Fee Earned		\$
			Overall Fee % ("total fee earned" / "total available fee pool")		%

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4.0 Performance Status Reporting and Evaluation Process

PEMP administration is a formal process that includes requirements for monthly status reports, change control, and final fee determination.

Monthly status of performance will be provided by both DOE and INL with the first monthly report combining October and November and the last monthly report covering August. Areas of disagreement will be highlighted and addressed. Performance Status Reviews will be conducted periodically as agreed upon by DOE and INL. INL is responsible to define and coordinate the process for conducting the reviews and to ensure the involvement of appropriate DOE and INL counterparts. Reviews will focus on PEMP Results and Performance Measures as well as other significant issues.

On an annual basis, INL will conduct a formal self-evaluation of its performance relative to each Focus Area, PEMP Result, and associated Performance Measures. A written report documenting the self-evaluation will also address other significant issues and will be provided to DOE within ten calendar days after the end of the performance period. The report will be limited to 50 pages.

In addition to monthly reporting, DOE will perform and document a final evaluation of INL's performance relative to each Focus Area, PEMP Result, and Performance Measure and will provide a final fee determination. The absence of specific Performance Measures in this plan does not diminish the need to comply with contractual requirements. The Fee Determination Official (FDO) may unilaterally adjust the fee earned based on the contractor's performance against all contract requirements. It is recognized that at the discretion of the FDO, fee earned may be adjusted upward (not to exceed total eligible fee) based on the contractor delivering strategic value for real and relevant performance not otherwise specified in the PEMP. Data to support downward fee adjustments may be derived from other sources to include, but not limited to, operational awareness (daily oversight) activities; "For Cause" reviews (if any); other outside agency reviews (OIG, GAO, Defense Contract Audit Agency (DCAA), etc.), significant events or incidents within the control of the contractor, or other reviews as appropriate. The FDO may utilize, as appropriate, the Table A definitions to assist in making unilateral adjustment decisions.

5.0 Change Control

The FY 2013 PEMP was developed with the understanding that both parties engaged in good faith to define meaningful and challenging outcomes for success. It is also recognized that circumstances may arise in the course of the execution year that warrant a revisit of the agreed upon Performance Measures. When the need for a change has been identified and validated in accordance with INL change control principles, INL and DOE will engage in INL PEMP change control process to negotiate and process changes in a timely manner.

Section B

PEMP Focus Areas, Results, and Performance Measures

In determining the performance of PEMP Results and Performance Measures, the DOE evaluator(s) shall consider progress reports, Program Office reviews/oversight, deliveries against milestone dates, etc., in accordance with the described Performance Measures. Each of the

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Performance Measures identifies significant activities and/or requirements important to the success of the corresponding PEMP Result and shall be used as the primary means of determining the contractor's success in meeting the desired Result.

The six Focus Areas for the FY 2013 PEMP continue the DOE Vision for INL. The desired Results and associated Performance Measures are included in the following six Focus Areas:

1. Deliver Transformational Research & Development (10%)
2. Deliver Research & Development Program Outcomes (25%)
3. Develop Capabilities for the Future (20%)
4. Establish Broader, More Effective Collaborations (10%)
5. Safety, Operations, Business Management, and Stewardship (25%)
6. Leadership of the INL (10%)

These six Focus Areas are described in detail below.

1.0 Deliver Transformational Research & Development

INL must deliver transformational research to demonstrate its ability to achieve DOE’s vision for the Laboratory. For this Focus Area, DOE will evaluate the programmatic and technical impact of INL research, development, and demonstration activities and outcomes. In the evaluation, DOE will consider INL technical leadership, innovation and overall impact as measured by progress reports, peer reviews, Program Office review/oversight, adoption/deployment by end users, etc. The following characteristics will be considered in the evaluation:

Table D. 1.0 Deliver Transformational R&D – Performance Measures

Results and Performance Measures	Description
1.1	R&D Strategy Implementation and Impact
1.1.1	The programs at the Laboratory produce high-quality, original, and creative results that advance science, technology and demonstration; demonstrate sustained scientific and engineering progress and impact; receive appropriate external recognition of accomplishments; and contribute to overall research and development goals of the Department and its customers.

Table E. 1.0 Deliver Transformational R&D - Grading Definitions

Letter Grade	Definition
A+	Research, development and demonstration activities that exceed almost all expectations with significant impact and relevance towards INL's or DOE's strategic objectives/mission/vision. Significantly exceeds expectations of

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Letter Grade	Definition
	performance as set within Performance Measures identified within the purview of the desired Result. Research, development and demonstration activities conducted at the Laboratory have exceptional merit and quality and provide major advances that significantly accelerate DOE or other customer mission(s). INL has made at least one contribution which will make a fundamental change in approach to a major mission area or shift a paradigm in research, development or deployment.
A	Research, development and demonstration activities that exceed almost all expectations made toward realizing strategic objectives with positive impact on INL's or DOE's strategic objectives/mission/vision. Notably exceeds expectations of performance as set within Performance Measures identified within other areas within the purview of the desired Result. Research, development and demonstration activities conducted at the Laboratory are of exceptional merit and quality and have significant positive impact to DOE or other customer mission(s).
A-	Research, development and demonstration activities that exceed almost all expectations made toward realizing INL's or DOE's strategic objectives/mission/vision. Exceeds expectations of performance as set within Performance Measures identified for each desired Result or within other areas within the purview of the desired Result, with many notable areas of increased performance identified. Research, development and demonstration activities conducted at the Laboratory are of significant quality and merit and at the Laboratory significantly impacts DOE or other customer mission(s).
B+	Exceeded many of the significant criteria and most overall research, development and demonstration expectations of performance as set within Performance Measures identified. Research, development and demonstration activities conducted at the Laboratory are uniformly of high merit and quality and can be demonstrated to advance DOE or other customer mission(s) in most areas.
B	Exceeded many of the significant criteria and most overall research, development and demonstration expectations of performance as set within Performance Measures identified for each desired Result. Performance that does not meet expectations is identified, but is offset by positive performance within the purview of the desired Result and has little to no potential to adversely impact the mission of the Laboratory. Most research, development and demonstration activities conducted at the Laboratory are uniformly of high merit and quality and can be demonstrated to advance DOE or other customer mission(s) in many areas.
B-	Exceeded many of the significant criteria and one or two overall research, development and demonstration expectations of performance within the Performance Measures identified for each desired Result are not met and /or minor deficiencies are identified, and although they may be offset by other positive performance. Research, development and demonstration activities conducted at the Laboratory are uniformly of high merit and quality and can be demonstrated to advance DOE or other customer mission(s) in some areas. A few significant areas of research, development and demonstration conducted at the Laboratory are not of high merit and quality or a few areas of research, previously supported, have become uncompetitive.

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Letter Grade	Definition
-	No grade if measure is below the B- level

Table F. 1.0 Deliver Transformational R&D - Scoring

1.0	Deliver Transformational Research & Development	Letter Grade	Numeric Score	Weight	Weighted Score	Total Score
1.1	R&D Strategy Implementation and Impact			100%		
Deliver Transformational R&D Focus Area Score						

2.0 Deliver R&D Program Outcomes

To achieve DOE’s vision, the INL must consistently fulfill program/customer commitments and outcomes. As always, adequate quality of deliverables is expected. Commitments made to the research sponsors, as set by the PEMP milestones identified in the INL baseline, provide the basis for performance evaluation. The impact of these PEMP milestones on program objectives (e.g., NE R&D Roadmap Objectives) or on the field in general may be considered in Section 1.0.

Table G. 2.0 Deliver R&D Program Outcomes – Performance Measures

Results and Performance Measures	Description
2.1	Nuclear Energy Outcomes
	Meet NE PEMP milestones identified in the contract baseline.
2.2	National and Homeland Security (NHS) Outcomes
	Meet NHS PEMP milestones identified in the contract baseline.
2.3	Other Mission Related Outcomes
	Meet other (non-nuclear energy and non-national security) PEMP milestones identified in the contract baseline.

Table H. 2.0 Deliver R&D Program Outcomes - Grading Definitions

Letter Grade	Definition
A to A+	Meets > 97% of PEMP milestones as identified in the contract baseline.
A-	Meets 95-97% of PEMP milestones as identified in the contract baseline.
B+	Meets 90-94% of PEMP milestones as identified in the contract baseline.
B	Meets 87-89% of PEMP milestones as identified in the contract baseline.
B-	Meets 83-86% of PEMP milestones as identified in the contract baseline.

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Letter Grade	Definition
C+	Meets 81-82% of PEMP milestones as identified in the contract baseline.
C	Meets 78-80% of PEMP milestones as identified in the contract baseline.
C-	Meets 75-77% of PEMP milestones as identified in the contract baseline.
-	No grade if below 75%.

Table I. 2.0 Deliver R&D Program Outcomes – Scoring

2.0	Deliver R&D Program Outcomes	Letter Grade	Numeric Score	Weight	Weighted Score	Total Score
2.1	Nuclear Energy Outcomes			55%		
2.2	National and Homeland Security Outcomes			35%		
2.3	Other Mission Related Outcomes			10%		
Deliver R&D Program Outcomes Focus Area Score						

3.0 Develop Capabilities for the Future

To enable INL to become the preeminent, internationally recognized nuclear energy research, development and demonstration laboratory, INL must maintain existing core capabilities and develop strategically important capabilities consistent with its core mission areas. DOE evaluation of INL performance towards achieving the strategy takes into consideration capability development in terms of human capital (talent), facilities, and equipment. These capabilities are successfully applied/demonstrated to achieve mission objectives.

The following performance measures provide the basis for earning grades as described in Section 3.0.

Table J. 3.0 Develop Capabilities for the Future – Performance Measures

Results and Performance Measures	Description
3.1	Progress Toward Developing World-Class Nuclear Capabilities (fuel cycle, reactors, and non-traditional uses)
3.1.1	<p>Demonstrate progress toward developing world-class post irradiation examination (PIE) capabilities at the INL as outlined in the FY 2009 PIE Strategic Plan.</p> <ul style="list-style-type: none"> Develop an implementation plan, by December 31, 2012, that addresses the installation of R&D equipment in Irradiated Materials Characterization Laboratory (IMCL). Install equipment in IMCL in FY 2013, in accordance with the implementation plan, necessary to support FY 2014 work, and on a schedule which allows for effective prototyping of equipment and timely

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Results and Performance Measures	Description
	<p>incorporation of results into design activities for the Advanced PIE (APIE) project. Include shielding for equipment where needed. At a minimum, the implementation plan is to include an equipment list for the first shielded enclosure.</p>
3.1.2	<p>Demonstrate progress toward developing capabilities (including transient testing, ceramic fuel, and modeling and simulation) to deliver transformational research in the development of fuels for future generations of reactors.</p> <ul style="list-style-type: none"> • Execute FY 2013 activities consistent with the 2009 Ceramic Fuel Strategic Plan and its 2012 addendum. • Demonstrate fabrication of uranium based ceramic fuel in the Experimental Fuels Facility (EFF).
3.1.3	<p>Demonstrate progress toward developing unique capabilities in aqueous and electrochemical separations and waste forms R&D.</p> <ul style="list-style-type: none"> • Execute FY 2013 activities consistent with the updated FY 2013 Separations and Waste Forms Strategic Plan and the updated FY 2013 Five-Year Implementation Plan for Advanced Separations and Waste Forms. • Complete the installation of a glovebox capability to support laboratory scale aqueous actinide separations research. • Expand lab-scale cold or warm R&D capabilities in pyroprocessing.
3.1.4	<p>Demonstrate progress toward developing world-class used fuel storage and transportation R&D capabilities. Execute FY 2013 activities consistent with the capability plan for Used Fuel R&D. Negotiate milestones by December 31, 2012.</p>
3.1.5	<p>Demonstrate the capabilities necessary to expand the relevance of nuclear energy by developing and enabling technologies for nuclear hybrid systems and continue to establish world-class capabilities to deliver transformational R&D for other non-traditional applications, such as space power.</p> <ul style="list-style-type: none"> • Execute FY 2013 activities consistent with the 2012 INL Hybrid Nuclear Energy Systems Strategic Plan, such as those highlighted below. These capabilities will be in the areas of systems architecture and control, energy transfer, energy conversion and storage, resource production and conversion, and byproduct management. <ul style="list-style-type: none"> ▪ Complete in FY 2013 the conceptual designs and cost estimates for a functional control room mock up as described in the Nuclear Energy Hybrid Systems Strategic Plan. ▪ Complete in FY 2013 the conceptual designs and cost estimates for a converter connection to the INL grid that provides capabilities for real-time grid simulations.

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Results and Performance Measures	Description
3.1.6	Submit Critical Decision-1 document packages for the Transient Fuel Testing Project and the APIE project to DOE for approval in accordance with agreed upon schedule.
3.1.7	In FY 2013, finalize the analyses, path forward, and decisions to enable commencement of transuranic fuels glovebox work in 2015. The glovebox capabilities are to be consistent with the high-level requirements outlined in the most recent ceramic fuels research and development capabilities strategic plan.
3.1.8	<p>Provide new capabilities to support the existing fleet of light water reactors and reactors that have the possibility of near term deployments.</p> <ul style="list-style-type: none"> • Continue with the development of expanded high performance control room simulator capabilities that can be used in broad applications including Light Water Reactor Sustainability (LWRS), Small Modular Reactors (SMRs) and potentially non-nuclear plants. • Continue development of MOOSE - based applications extending the capabilities beyond just the fuel performance modeling with the objective of coupling capability among applications - e.g. Relap7, Raven, and Grizzly.
3.2	Progress Toward Establishing the INL as a Major Center for National Security Technology Development and Demonstration
3.2.1	<p>Nonproliferation & Global Nuclear Security: Continue to progress in establishing itself as a major center for nonproliferation and global nuclear security technology development, testing and demonstration, and training for nuclear and radiological threat response. Roll out the Nonproliferation Technologies Evaluation Center (NTEC) consistent with the implementation and communications plans and expand use of the Zero Power Physics Reactor (ZPPR) facility and other capabilities of NTEC. These other capabilities may include, but aren't limited to, the Radiological Response Test Range, nuclear fuel cycle and research facilities and equipment, and the INL site.</p> <p>International Safeguards & Security: Progress towards the vision of being a leader for safeguards and security technologies and approaches for nuclear fuel cycle facilities, leveraging and growing facilities and capabilities in support of international safeguards and security with particular emphasis on integrating safety, security and safeguards for safe and secure nuclear energy. Support key programs such as the safeguards portion of the Joint Fuel Cycle Studies initiative, expanded training for the International Atomic Energy Agency (IAEA), an expanded or new project that leverages INL capabilities, and application of distinctive INL cyber security capabilities to nuclear facilities.</p> <p>Intelligence Community Support: Continue implementation of the strategic plan in support of the intelligence</p>

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Results and Performance Measures	Description
	community pertaining to leveraging of its nuclear fuel cycle expertise. Enhance capability, recognition, and application in the areas of fuel cycle analysis, nuclear facility security, signatures, forensics, training, and reach back support in areas for which INL has specialized expertise.
3.2.2	<p>Critical Infrastructure Protection</p> <p>Control System Cyber Security: Continue to enhance capabilities in cyber and controls systems by:</p> <ul style="list-style-type: none"> • Establishing INL's Industrial Control Systems-Mission Support Center (ICS-MS-C) as a recognized Threat Analysis capability to solve national challenges. <p>Electric Grid: Enhance Grid security and stability capabilities by:</p> <ul style="list-style-type: none"> • Developing the INL Strategic Advisory Group for the Center of Excellence for Grid Reliability. The Strategic Advisory Group will: (1) help identify national gaps in electric grid research, development, demonstration, and deployment that can be addressed by INL and (2) provide recommendations on capability investments to enhance INL's ability to solve national grid challenges. • Establishing and hosting the first annual INL chaired workshop to promote understanding of and protection for Geomagnetic Disturbance (GMD) effects. <p>Wireless: Extend INL's unique wireless communications capabilities by:</p> <ul style="list-style-type: none"> • Implementing the Wireless National User Facility (W-NUF) and expanding industry and government collaboration on national spectrum challenges as part of the Wireless National Scientific User Facility.
3.2.3	<p>National Defense: Leverage its unique capabilities in armor, explosives and materials technologies by:</p> <ul style="list-style-type: none"> • Expanding INL's National Security Test Range (NSTR) capabilities by completing and publishing environmental assessment/impact requirements for FY 2014 investments. • Expansion of unique capabilities to provide applied solutions in support of special programs through internal and/or external investments. • Establishing a new Science & Technology (S&T) program with the United States Special Operations Command (SOCOM). • Leveraging Specific Manufacturing Capability (SMC) expertise and facilities.

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Results and Performance Measures	Description
3.2.4	<p>Achieve recognition as a science and technology provider in Nuclear Nonproliferation/Counterproliferation and Critical Infrastructure Protection/National Defense. Representative examples include:</p> <ul style="list-style-type: none"> • Recognition of INL technical leaders in the scientific/technical community via publications in relevant peer reviewed journals, awards, presentation of peer reviewed conference papers, dissemination of intelligence analyses, and participating in national panels or committees. • Notable citations of INL research, or recognition by INL clients or national/international technical peers.
3.3	Science & Technology Capabilities Supporting the Principal Missions
3.3.1	<p>Demonstrate progress toward establishing world-class research, development and demonstration capabilities in advanced clean energy systems consistent with INL capability needs related to NE and National Security (NS) missions. Leverage resources of vendors, end-users, and other sponsors to establish and implement these capabilities. Focus includes:</p> <ul style="list-style-type: none"> • Progress toward development and demonstration of capabilities to conduct research, development, testing, integration and analyses/evaluations of advanced clean energy technologies and systems.
3.4	Workforce Capabilities that Enable Principal Missions
<p>The Department of Energy and the Nation need extraordinary scientific and technical talent to compete in a global economy. As defined in the American Competitiveness Initiative, DOE has the responsibility to encourage American innovation and strengthen the Nation’s ability to compete. Development of clean energy supplies poses demanding scientific and engineering challenges, which will require highly qualified staff in DOE’s National Laboratories and other R&D Institutions. The United States faces an impending shortage of students and a future workforce trained to lead and support the low-carbon economy. To meet these needs, DOE has a goal of increasing energy systems education and workforce development and providing the educational and technical training opportunities to meet DOE’s advanced energy missions. To further meet these challenges, DOE policy recognizes that full utilization of the talents and capabilities of a diverse work-force is critical to the achievement of its mission. Diversity is both a core DOE value and a strategic business imperative.</p> <p>Measured items include:</p>	
3.4.1	<p>Science Technology Engineering and Math (STEM) Education: Develop future human capital capability to support INL Missions by improving STEM in the State of Idaho. Improve the Idaho STEM (i-STEM) program and demonstrate a measureable impact to stakeholder advocacy. Expand i-STEM’s reach to Idaho schools. Lead efforts to analyze the current i-STEM program and identify gaps and areas for improvement. Support STEM education effort by working on joint programs to enhance workforce readiness in the region.</p>
3.4.2	<p>Strategic Technical Capabilities: Develop strategic technical capabilities in material science that provide for the</p>

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Results and Performance Measures	Description
	INL’s long term ability to contribute to the overall research and development goals of the Department and its customers and positions INL to support future Energy missions.

For grading Section 3.0, Develop Capabilities for the Future, refer to Table A, General Letter Grade, Adjectival Rating, Numeric Range, Definition, and Award-Fee Pool Available To Be Earned.

Table K. 3.0 Develop Capabilities for the Future – Scoring

3.0	Develop Capabilities for the Future	Letter Grade	Numeric Score	Weight	Weighted Score	Total Score
3.1	Progress Toward Developing World-Class Nuclear Capabilities (fuel cycle, reactors, and non-traditional uses)			50%		
3.2	Progress Toward Establishing the INL as a Major Center for National Security Technology Development and Demonstration			30%		
3.3	Science & Technology Capabilities Supporting the Principal Missions			10%		
3.4	Workforce Capabilities that Enable Principal Missions			10%		
Develop Capabilities for the Future Focus Area Score						

4.0 Establish Broader, More Effective Collaborations

DOE Policy is to support the private sector in bringing innovative clean energy technologies to market as quickly and efficiently as possible. Partnerships with industry broaden the interdisciplinary nature of energy research and facilitate prompt transition from research to products. National Laboratories are strongly connected to the international science and technology community. University and other strategic partnerships and collaborations support development of innovative programs and the creation of a robust science base to address the DOE Mission. Collaborations with academic, Government, and industrial organizations bring their research bases and infrastructures to bear on INL’s missions to provide impact regionally, nationally and internationally. In particular, strong public-private sector partnerships are key to a successful effort to rebuild the national nuclear enterprise. To establish these collaborations, INL will focus on the following results:

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Table L. 4.0 Establish Broader, More Effective Collaborations – Performance Measures

Results and Performance Measures	Description
4.1	Engagement of the Nuclear Industry, Nuclear-Interested Parties (including relevant nuclear collaborations with industry and the commercial sector)
4.1.1	<p>In collaboration with industry, community, federal government and other interested stakeholders, assess opportunities to leverage INL assets and capabilities to advance deployment of nuclear energy technologies utilizing the INL site infrastructure and engagement strategy.</p> <ul style="list-style-type: none"> • Develop modern, adaptable and efficient technologies to advance nuclear energy. • Develop modern, adaptable and efficient site infrastructures and closely coordinate multi-agency efforts at the sites. • Engage local communities, state government, and stakeholders in the utilization of INL site assets.
4.1.2	<p>INL to support industry needs in testing and demonstration of nuclear systems that lead to the licensing and commercial deployment of those systems. Jointly, with industry and other participants of integrated energy production systems, demonstrate the viability for improved economics, safety and security for commercial deployment, specifically:</p> <ul style="list-style-type: none"> • Based on industry needs, seek to develop technologies that lead to the licensing and commercialization of advanced reactor systems. • Develop modern, adaptable and efficient technologies based on needs expressed by industry. • Develop modern, adaptable and efficient technologies that increase the safety, security and economics of existing LWRs. • Working with industry, use existing infrastructure at INL to investigate new technologies that increase the likelihood of licensing and commercialization in the future.
4.1.3	<p>Advance coordination of INL planned nuclear energy R&D with endorsement by the nuclear industry and regulators as necessary and useful for the future commercial deployment of advanced reactor or fuel cycle systems.</p> <ul style="list-style-type: none"> • Based on industry needs, seek to develop fuel cycle technologies that reduce the need for used fuel disposition. • Develop modern, adaptable and efficient fuel cycle technologies that increase recycled fuel technologies, expressed as needs by industry. • Develop modern, adaptable and efficient technologies that increase the safety, security and onsite storage of used fuel. • Working with industry, develop and/or test advanced reactor concepts for

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Results and Performance Measures	Description
	potential future deployment.
4.1.4	<p>Identify industry needs that support commercial deployment of technologies as evidenced by agreements resulting from workshops and other laboratory/industry interactions.</p> <ul style="list-style-type: none"> • Sponsor or participate in industry engagement workshops to collect and understand industry requirements; pursue R&D activities that support those industry requirements. • Pursue technologies that can be useful across industry, e.g., standardized approaches to verification & validation (V&V) and unresolved questions (UQ) for modeling and simulation. • Develop modern, adaptable and efficient technologies that increase the safety and security for all types of nuclear reactors, as communicated by industry.
4.2	Enhance Regional, National and International Partnerships
4.2.1	<p>Educational Partnerships (Center for Advanced Energy Studies (CAES)):</p> <ul style="list-style-type: none"> • Demonstrate significant partnerships with Idaho universities through CAES. • Execute collaborative research and development projects with CAES partners to strengthen relevant academic programs and graduate students and faculty capabilities in energy related areas. • Grow collaborative partnerships and research portfolios with industry. • Provide internship opportunities that keep INL as one of the top internship programs in the country.
4.2.2	<ul style="list-style-type: none"> • Provide leadership to regional states/provinces relative to energy and environment. • Demonstrate partnerships with regional states to enable safe, clean and economically feasible development of energy resources. • Provide support to regional Department of Defense (DoD) facilities in their development of clean energy options.
4.2.3	<ul style="list-style-type: none"> • Fully implement the joint proposal call and review process between the Advanced Test Reactor (ATR) National Scientific User Facility (NSUF) and an Office of Science User Facility. • Implement key (FY 2012) recommendations of ATR-NSUF Scientific Review Board and the ATR NSUF user organization.
4.3	Technology Transfer, Deployment and Commercialization
4.3.1	<p>Demonstrate substantial progress in enhancing the impact and value of the technology deployment function to the INL mission, operations and performance, including improved commercialization of INL-developed technology.</p>

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Results and Performance Measures	Description
	<ul style="list-style-type: none"> • Transfer and facilitate the commercialization of INL developed technology through appropriate mechanisms, including Cooperative Research and Development Agreements (CRADAs), Work For Other (WFOs), licenses, license options, spin-outs and start-ups. • Continue INL’s Technology Based Economic Development program to foster an entrepreneurial culture in the region: position INL and CAES as key contributors driving economic development in the region. • Meet a goal of 0.9% matching funds to private partners in order to promote promising energy related technologies for commercial purposes. This may be met entirely with CRADA and similar technology transfer agreements where government funds in can be attributed to the agreement. The base for calculating this percentage will be DOE funding provided for applied energy research, development, demonstration and commercial application.
4.3.2	Demonstrate innovation and improvement in the overall quality and performance of INL technology transfer.

For grading Section 4.0 Establish Broader, More Effective Collaborations, refer to Table A, General Letter Grade, Adjectival Rating, Numeric Range, Definition, and Award-Fee Pool Available To Be Earned.

Table M. 4.0 Establish Broader, More Effective Collaborations – Scoring

4.0	Establish Broader, More Effective Collaborations	Letter Grade	Numeric Score	Weight	Weighted Score	Total Score
4.1	Engagement of the Nuclear Industry, Nuclear-Interested Parties			50%		
4.2	Enhance Regional, National and International Partnerships			30%		
4.3	Technology Transfer, Deployment and Commercialization			20%		
Establish Broader, More Effective Collaborations Focus Area Score						

5.0 Safety, Operations, Business Management, and Stewardship

INL will bring about measureable improvements in management systems, controls, and deploy management practices that increase overall effectiveness of the Laboratory. To demonstrate improvement in safety, operations, business management, and stewardship, INL should focus on the following objective results:

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Table N. 5.0 Safety, Operations, Business Management, and Stewardship – Performance Measures

Results and Performance Measures	Description
5.1	Operations Performance in Support of Research and Production Programs
5.1.1	Measurement of ATR’s support of customers based on the approved FY 2013 ATR Integrated Strategic Operational Plan (ISOP) which includes items specifically related to priority experiments as well as items related to overall experiment execution. If revisions of the ISOP occur during FY 2013 and are directly related to customer requested changes affecting milestones and commitments, the customer requirements form may be subsequently revised with DOE approval.
5.1.2	Measurement of INL support for customer requirements achieving nuclear materials management objectives for Special Nuclear Material (SNM) using a customer requirements form. This form will establish specific measures and criteria for success in achieving FY 2013 nuclear materials management performance objectives in areas of SNM disposition, Experimental Breeder Reactor (EBR) II driver fuel receipts and processing, and use of nuclear materials in support of NE and National Nuclear Security Administration (NNSA) programs and missions.
5.1.3	Materials and Fuels Complex (MFC) Documented Safety Analyses (DSAs) Completion: Submit all upgraded DSAs to allow DOE approval (based on a 90 day approval process) by September 30, 2013; and implement Analytical Laboratory, Fuel Conditioning Facility (FCF), Transient Reactor Experiment and Test (TREAT) Facility Warehouse, and TREAT Basis for Interim Operations (BIO).
5.1.4	<p>Specific Manufacturing Capability Productions:</p> <ul style="list-style-type: none"> • Meet approved FY 2013 front armor production quantities • Meet approved FY 2013 side armor production quantities • Cumulative quality of 98% or above • Schedule and conduct effective maintenance activities that maintain facility capabilities.
5.1.5	<p>Demonstrate management excellence in the execution of the Research Reactor Infrastructure (RRI) Program.</p> <ul style="list-style-type: none"> • Complete all university contract reviews, renewals and modifications, including reporting, fuel cost sharing arrangements and mechanism for updates. • Establish and maintain a comprehensive fuel tracking system to support fuel acquisition and disposition planning, to include all domestic university reactors. • Develop and issue the first annual comprehensive RRI program report by November 30, 2012.

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Results and Performance Measures	Description
5.2	Contractor Assurance System (CAS), Implementation and Operational/Safety Assurance
5.2.1	<p>The Operational CAS is effective, which includes:</p> <ul style="list-style-type: none"> • Rigorous, risk-informed, and credible self-assessment and feedback and improvement activities. Assessment programs are risk-informed, formally documented, and appropriately cover high consequence activities. • Implementation of an effective issues management system that is formally documented and: <ul style="list-style-type: none"> (a) Captures program and performance deficiencies (individually and collectively) in systems that provide for timely reporting, and taking appropriate and effective corrective actions; (b) Is a process that is capable of categorizing significant issues based on risk and priority and other appropriate factors that ensures problems are evaluated and corrected on a timely basis; and, (c) Includes a consistent set of INL wide metrics that can be used as leading indicators to perform analysis and trending to assess operational performance. • Operational events are adequately critiqued, reported, and investigated, with appropriate and timely corrective actions. • CAS data (e.g., assessment results, performance metrics, plans, schedules, issues management data, etc.) is documented and readily available to DOE. Results of assurance processes are periodically (i.e., quarterly) compiled, and reported. • A method for validating the effectiveness of assurance system processes. Third party audits, peer reviews, independent assessments, and external certification may be used and integrated into the CAS to complement internal assurance systems.
5.3	Project Management
5.3.1	Demonstrate performance of the ATR Near Term Remote Monitoring and Management Project by completing a final design.
5.3.2	Provide timely and accurate project information to INL and DOE-ID management for designated capital asset projects via a single reporting mechanism.
5.3.3	Establish and track project management metrics for designated projects. Manage all designated projects within a $\pm 10\%$ cumulative project to date cost and schedule variance against the approved project performance baseline.
5.3.4	Sustain Earned Value Management System (EVMS) certification through INL internal assurance and maintenance activities. Successfully pass an annual surveillance of the EVMS.
5.4	Environmental Management and Sustainability
	Execute Environmental Management activities to successfully impact the following:
5.4.1	Successfully transfer the Sodium Component Maintenance Shop (SCMS)

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Results and Performance Measures	Description
	MFC-793 to the Office of Environmental Management (EM).
5.4.2	Implement measures in FY 2013 to assure continued INL compliance with the annual Site Treatment Plan regulatory compliance milestone (treat 2m ³ /year of the INL mixed low-level waste backlog) through 2017.
5.4.3	Submit a revised process knowledge document for MFC Analytical Laboratory remote-handled transuranic (RH TRU) waste or provide documentation to develop a new process knowledge document for currently stored or future generated MFC Analytical Lab RH TRU waste by August 1, 2013 . Submit an RH TRU waste certification plan for the Analytical Laboratory RH TRU waste by August 1, 2013 .
Implement DOE's Strategic Sustainability Performance Plan, including an overall approach that uses available funding to prioritize projects or upgrades with the greatest overall impact to the following goals:	
5.4.4	Complete an analysis of the potential use of blended fuels in INL fleet to increase use of alternative fuels.
5.4.5	Evaluate ATR Complex water reduction projects, including the four conservation projects proposed in the Pacific Northwest National Laboratory (PNNL) INL Water Assessment Report. Implement at least one project that reduces water usage by 5M gallons.
5.4.6	Infrastructure: Complete the Guiding Principles review and establish the score in Portfolio Manager for 4 additional buildings, >5000gsf, to meet the Guiding Principles in FY 2013. Install 20,000 ft ² of roofing that meets the DOE "Cool Roof" requirements; incorporate cool roof requirements for new or existing buildings.
5.4.7	Sustainability: Reduce energy intensity by a minimum of 2% from FY 2012 levels. Work toward the 50% diversion goals in the DOE Strategic Sustainability Performance Plan by diverting at least 35% of nonhazardous solid waste and 20% construction and demolition waste from landfills.
5.4.8	Sustainable Acquisition: 95% of all new procurement actions, including task and delivery orders, will state a preference for the supply or use of products and services that are energy efficient (Energy Star or Federal Energy Management Program (FEMP) designated), water efficient, bio-based, environmentally preferable (including Electronic Product Environmental Assessment Tool (EPEAT) registered products), non-ozone depleting, recycled content, or are non-toxic or less toxic alternatives. Implement processes as necessary to measure and report performance, by August 2013 , against the 95% Sustainable Procurement Goal from the DOE Strategic Sustainability Performance Plan and Executive Order (EO) 13514.
5.5	Safeguards & Security Optimization
Through coordination with NE, DOE-ID, and INL Nuclear Operations develop a plan including scope, cost and schedule for implementation of DOE Order 474.2, Change 1, Nuclear Material Control and Accountability consistent with the Department's Graded Security Protection Policy.	

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Results and Performance Measures	Description
5.5.1	Compile facility characterization using DOE Order 474.2, Change 1, Nuclear Material Control and Accountability dated August 3, 2011.
5.5.2	Perform vulnerability analysis on required facilities consistent with the Department's Graded Security Protection Policy.
5.5.3	Coordinate INL path forward for implementation of DOE Order 474.2, Change 1, Nuclear Material Control and Accountability consistent with the Department's Graded Security Protection Policy with the Office of Health Safety and Security (HSS).
5.5.4	Develop a specific plan including scope, cost and schedule for implementation of DOE Order 474.2, Change 1, Nuclear Material Control and Accountability consistent with the Department's Graded Security Protection Policy.
5.6	Business Management
5.6.1	Business Systems: INL shall perform a critical self assessment/evaluation of the current Business Management Systems employed by the contractor for alignment with timely program mission accomplishment and needs. A report comprising the results of this evaluation, including process and system realignment changes deemed necessary as a result of the review, shall be submitted to DOE by June 30, 2013 . The report shall also contain descriptive action plans and scheduled completion dates for the business system changes identified as a result of this review.
5.6.2	Indirect Baseline Management: Establish and maintain a responsive, flexible, and efficient indirect cost management planning and execution process focused on INL program mission accomplishment that results in predictable and constant to decreasing indirect labor multiplier to programs and a fiscal year end indirect cost recovery position as close to zero as possible, but not exceeding -\$3M (under-recovered). Continual evaluation of indirect services/efficiencies needs to be maintained to focus INL funds availability for mission accomplishment.

For grading Section 5.0 Safety, Operations, Business Management, and Stewardship, refer to Table A, General Letter Grade, Adjectival Rating, Numeric Range, Definition, and Award-Fee Pool Available To Be Earned.

Table O. 5.0 Safety, Operations, Business Management, and Stewardship – Scoring

5.0	Safety, Operations, Business Management, and Stewardship	Letter Grade	Numeric Score	Weight	Weighted Score	Total Score
5.1	Operations Performance in Support of Research and Production Programs			35%		
5.2	Contractor Assurance System (CAS), Implementation and Operational/Safety Assurance			20%		
5.3	Project Management			10%		

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5.0	Safety, Operations, Business Management, and Stewardship	Letter Grade	Numeric Score	Weight	Weighted Score	Total Score
5.4	Environmental Management and Sustainability			10%		
5.5	Safeguards & Security Optimization			15%		
5.6	Business Management			10%		
Safety, Operations, Business Management, and Stewardship Focus Area Score						

6.0 Leadership of the INL

Laboratory leadership must translate INL vision and strategies into explicit performance expectations that are effective in aligning all managers and the workforce into a cohesive, collaborative, and integrated team pursuing mission execution. DOE 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 INL. DOE’s subjective evaluation of INL performance will be based upon oversight reports, peer review, etc. The following characteristics will be considered in the evaluation:

Table P. 6.0 Leadership of the INL – Performance Measures

Results and Performance Measures	Description
6.1	Quality Leadership in Management and Operations
6.1.1	<p>Leadership and Stewardship of the Laboratory: Laboratory’s senior management team must demonstrate their ability to define a realistic vision for the future of the Laboratory and make progress in realizing that vision.</p> <p>Management and Operation of the Laboratory: Laboratory’s senior management team must demonstrate understanding of the costs of doing business at the Laboratory and prioritize the management and allocation of these costs commensurate with their associated risks and benefits and instill a culture of accountability and responsibility down and through the entire organization.</p> <p>Contractor Commitment to the INL and Value-added: The Laboratory’s leadership must bring additional value through corporate involvement/contributions to address challenges at the Laboratory and provide other contributions to the Laboratory and its community that enables accomplishments towards the missions and vision of the Laboratory that DOE cannot provide.</p> <p>Other Consideration: Build one team at MFC with shared goals, accountability, and ownership for</p>

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Results and Performance Measures	Description
	the mission. Build confidence in work acceptance and execution which includes planning, cost estimating, scheduling, and performance. Gain efficiency without compromising safety. Effectively integrate corrective action plans and paths to excellence.

Table Q. 6.0 Leadership of the INL – Grading Definitions

Letter Grade	Definition
A+	Leadership of the Laboratory has made outstanding progress over the previous year in realizing the vision for the INL, exceeding almost all DOE expectations for technical, cost and schedule performance of the contract in the aggregate as defined and measured in the PEMP for the award fee evaluation period. Planning, operation and management 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 has overcome difficult challenges, avoided problems, and been exceptionally successful in all areas with minimal DOE assistance or oversight.
A	Leadership of the Laboratory has made significant progress over the previous year in realizing the vision for the INL, exceeding almost all DOE expectations for technical, cost and schedule performance as defined and measured in the PEMP for the award fee evaluation period. Planning, operation and management are of superior quality, have been recognized and referenced for their excellence DOE-wide, and have an impact on the vision/plans of other national laboratories. Faced with difficult challenges, actions were taken proactively by the senior leadership of the Laboratory to redirect activities to avoid problems and enhance the long-term future of the INL.
A-	Leadership of the Laboratory has made important progress over the previous year in realizing the vision for the INL, exceeding almost all DOE expectations for technical, cost and schedule performance of the contract in the aggregate as defined and measured in the PEMP for the award fee evaluation period. Planning, operation and management are high quality and are recognized and referenced for their excellence. Faced with difficult challenges, actions were taken by the senior leadership of the Laboratory to redirect activities to avoid and solve problems and enhance the long-term future of the INL
B+	Leadership of the Laboratory has exceeded many of the measures and made good progress over the previous year in realizing their vision for the INL, exceeding many DOE expectations for technical, cost and schedule performance of the contract in the aggregate as defined and measured in the PEMP for the award fee evaluation period. Strategic plans present long range goals that are both exciting and realistic. Planning, operation and management are of high quality. Decisions and actions taken by the Laboratory leadership to avoid problems, align work, facilities, equipment and technical capabilities with the INL vision and plan. The INL leadership faced difficult challenges and successfully plotted its course

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Letter Grade	Definition
	through the difficulty, with limited help from DOE.
B	Leadership of the Laboratory has exceeded many of the measures and made progress in most areas over the previous year in realizing their vision for the INL, exceeding many DOE expectations for technical, cost and schedule performance of the contract in the aggregate as defined and measured in the PEMP for the award fee evaluation period. Strategic plans present long range goals that are exciting and realistic; however limited improvements may be required for full implementation of the goals to be achieved. Planning, avoiding problems, operation and management demonstrate high quality with a few minimal deficiencies.
B-	The senior leadership of the Laboratory has exceeded many of the measures and made progress in many areas over the previous year in realizing their vision for the INL, exceeding many DOE expectations for technical, cost and schedule performance of the contract in the aggregate as defined and measured in the PEMP for the award fee evaluation period. Strategic plans present long range goals that are realistic; however some improvements may be required for full implementation of the goals to be achieved. While Laboratory operations are successful; planning, avoiding problems, operation and management demonstrate some deficiencies.
-	No grade if below a B-.

Table R. 6.0 Leadership of the INL - Scoring

6.0	Leadership of the INL	Letter Grade	Numeric Score	Weight	Weighted Score	Total Score
6.1	Quality Leadership in Management and Operations			100%		
Leadership of the INL Focus Area Score						