

**L-1 PROPOSAL PREPARATION INSTRUCTIONS – VOLUME II,  
TECHNICAL AND MANAGEMENT INFORMATION**

The Offeror shall provide the following information for the Technical and Management portion of the proposal.

Note: For background information regarding the Section H Clauses referenced in Criteria 3-5 below, see NNSA's report entitled "Model For Improving Management And Performance" dated March 2004.

**(a) Criterion 1. LABORATORY ORGANIZATION**

The Offeror shall describe its Laboratory Organization as follows:

- (1) the Offeror's organization structure (include an organization chart) to manage the Laboratory including: the rationale for the organization structure; the proposed roles, responsibilities, and lines of authority; the level of integration of the major functions of the Laboratory; and how the organization structure promotes individual and organization accountability to manage the Laboratory;

Note: Organizational chart is Attachment F in Volume II

Rationale: The organizational structure proposed by the Livermore Lab GREEN, LLC is traditional in its basic outline, but innovative in that it provides a structural road map for transitioning LLNL from its present emphasis on the development of nuclear weapons (including but not limited to the RRW program) to a civilian-science mission future. To accomplish this, the Livermore Lab GREEN, LLC proposes an associate directorship for Science that will not use "science" as a code word for nuclear weapons science -- and is not tethered to nuclear weapons at all. Instead, the task of this associate directorship will be to build on the already competent civilian science programs at LLNL and expand them to create a true world-class scientific center, and, more specifically, a "green lab." Our organizational structure also elevates the environment and the development of environmental science and technology by forming an associate directorship for Environmental Restoration. This will not only speed needed Superfund cleanup of contaminated soil and groundwater at LLNL, but will meet an urgently needed national priority by developing new and better cleanup techniques that can be applied at government and private sites across the country (and throughout the world). We have also elevated the profile and effectiveness of whistleblower protection, which is sorely needed at LLNL by installing a special officer who reports directly to the Lab Director. We have further provided innovations in adding a general ombudsman for the LLNL work force and enhancing communications, FOIA responsiveness and other measures that are long overdue at LLNL. We believe that this management structure meets the national security needs of the nation while enhancing employee job satisfaction, communication (internal and external) and responsiveness to community concerns.

- (2) the involvement of the parent organizations; the structure, composition, and duties of the governing board; the level of integration and efficiency between the parent organizations, governing board, and laboratory management; and how the parent organizations will work together;

Livermore Lab GREEN LLC brings together cutting edge technology, in depth knowledge of Livermore Lab and the nuclear weapons complex with world class academic and scientific expertise. Our focus is on offering NNSA an integrated team, one that provides accountable, efficient management of Livermore Lab programs and operations.

Livermore Lab GREEN LLC will be governed by a Board of Directors. There will be two representatives from the following four organizations: New College of California, Nuclear Watch of New Mexico, WindMiller Energy and Tri-Valley CAREs. The Board will hire an operations manager.

Livermore Lab GREEN LLC will hold **board meetings** quarterly in California. The majority of the board meetings will be open to members of the public, including workers and community residents. This will give community stakeholders and Lab employees regular opportunities to comment before the board. Each board meeting will have a public comment period.

- (3) the roles and responsibilities of the Offeror's team arrangement to manage the Laboratory including: the roles and responsibilities of each individual team member; how the team arrangement will function as a well integrated, seamless business unit; and how the team members will hold each other accountable for overall contract performance and;

Livermore Lab GREEN LLC was incorporated to introduce integrated, seamless management to Livermore Lab. Annual performance evaluations will involve team member evaluation, in addition to self-evaluation. It is of note that the 4 organizations that comprise the Livermore Lab GREEN, LLC have a prior history of successfully and effectively working together on projects. These 4 organizations bring a unique history to LLNL management -- including numerous prior collaboration in multi-year projects that involved collective decision-making. One thing that distinguishes this group from other offerors is our ability to sit down and openly discuss issues, bring in additional input from experts and other stakeholders, value the information offered, and come to a wise decision based on the totality of input received. This stands as distinct from the prior management at LLNL. For roles and responsibilities, see the above-mentioned board and also the following:

Tri-Valley CAREs (Communities Against a Radioactive Environment):

Tri-Valley CAREs was founded in 1983 in Livermore, California by Livermore residents, including LLNL employees and retirees. Tri-Valley CAREs bring 23 years of expert experience monitoring nuclear weapons and environmental clean-up activities throughout the US nuclear weapons complex, with a special focus on Livermore Lab and the surrounding communities.

Tri-Valley CAREs works to strengthen global security by stopping the development of new nuclear weapons in the US and promoting the elimination of nuclear weapons globally. Nuclear weapons decrease rather than increase human security. Nuclear weapons pose one of the great social, economic and ecological challenges of our time.

Tri-Valley CAREs brings to the table an in-depth, comprehensive knowledge of LLNL. In addition, Tri-Valley CAREs represents the diverse stakeholders of the Livermore, larger Tri-Valley and Tracy communities.

Roles and Responsibilities of Tri-Valley CAREs include but are not limited to:

- Oversee environmental restoration, security, science, nonproliferation and programmatic operations at the Lab;
- Maintain and expand involvement of community and worker stakeholders, including workers seeking compensation under the Energy Employees Occupational Illness Compensation Program Act;
- Administer Livermore Lab GREEN, LLC;
- Expand local business partnerships; and
- Serve on the Board of Directors

### Nuclear Watch of New Mexico

The mission of Nuclear Watch of New Mexico is to provide timely and accurate information to the public on nuclear issues in New Mexico and the Southwest. Through the resulting empowerment of effective citizen action, Nuclear Watch of New Mexico seeks to promote both greater safety and environmental protection at regional nuclear facilities and federal policy changes that genuinely encourage international efforts to curb the proliferation of nuclear weapons.

Nuclear Watch of New Mexico brings its vast knowledge and experience at Los Alamos National Laboratory to the Livermore Lab GREEN LLC and will enhance contractor communications, cooperation and integration with the NNSA Weapon Complex, with emphasis on Los Alamos National Laboratory and contribute to overall NNSA Weapon Complex improvements in performance.

Roles and Responsibilities of Nuclear Watch of New Mexico include but are not limited to:

- Oversee management and operations, including select programmatic areas jointly with Tri-Valley CAREs;
- Enhance and expand contractor communications, cooperation and integration with the NNSA Weapon Complex;

- Serve on the Board of Directors

### The New College of California

New College of California is committed to education in support of a just, sacred, and sustainable world. We cherish intellectual freedom, the search for social justice, respect for differences, and a belief in collective responsibility for the welfare of all people.

New College brings esteemed faculty and innovative programs in sustainability that will serve as a ripe ground for collaboration with Livermore Lab. In addition, New College has wide reaching community partnerships that offer additional resources and areas for collaboration.

Roles and Responsibilities of New College of California include but are not limited to:

- Oversee management, with a special focus on Laboratory operations and personnel;
- Enhance and expand science and technology;
- Foster the involvement of local business;
- Build and expand academic laboratory partnerships; and
- Serve on the Board of Directors

### WindMiller Energy

WindMiller Energy was begun in 1990 to promote and distribute wind and related energy technologies and information to small and mid-sized users. The company provides equipment and the technical details needed for user communities to maintain it optimally.

WindMiller Energy brings to Livermore Lab GREEN LLC an expertise in wind energy, which will expand the Lab's research on sustainable energy.

Roles and Responsibilities of WindMiller Energy:

- Oversee programmatic management;
- Enhance and expand science and technology, with an emphasis on "green" energy R & D;
- Foster the involvement of small business (see also below); and
- Serve on the Board of Directors

(4) the extent of participation as a team member of small business concerns, veteran-owned small business concerns, service-disabled veteran-owned small business concerns, HUBZone small business concerns, small disadvantaged business concerns, or women-owned small business concerns.

Livermore Lab GREEN LLC brings together diverse organizations, with broad stakeholder views incorporated into the Board of Directors. The Tri-Valley CAREs executive director, who serves as manager for the Livermore Lab GREEN LLC is a woman. The need for empowering women, will be integrated into the management team. In addition, GreenMiller Energy is a small business, whose founders are native to the Tri-Valley. The President of WindMiller Energy is a Vietnam era veteran, and has remained active in veteran's affairs. Having their voice on the board will not only illuminate the needs of small businesses, women and vets, but will provide a specific focus on the Tri-Valley. Through the public comment period, the Board of Directors will make sure to solicit comments from diverse stakeholders, including in the business community.

(b) **Criterion 2. KEY PERSONNEL AND ORAL PRESENTATIONS**

- (1) (a) The Offeror shall propose “Key Personnel” including the Laboratory Director, the Deputy Director(s), if any, and direct reports to the aforementioned positions that the Offeror considers essential for the management and operation of the Laboratory. It is recognized that the number and exact functions for these direct reports will vary with the organizational structure proposed. The Offeror shall provide written resumes for each of the Key Personnel. The proposed Key Personnel resumes shall address the elements described in the Section L Attachment entitled “Key Personnel Resume Elements.” Proposed Key Personnel must be United States citizens, and have current DOE “Q” clearances or be eligible to receive such a clearance. The Offeror must also submit letters of commitment for all of its proposed Key Personnel to accept employment at LLNL, relocate to the work area vicinity, and stay at LLNL for at least two years at an agreed upon salary and benefit package.

Key Personnel Resume Elements, Section L, Attachment D is incorporated herein and a signed copy is attached to the Livermore Lab GREEN, LLC bid package.

- (b) In addition to the resume, the Offeror shall also describe the stature in the scientific community, and experience of the proposed Laboratory Director that demonstrates the ability to fulfill the Laboratory Directors responsibilities to:
- (a) certify the safety and reliability of the nuclear weapons stockpile;
  - (b) lead a broad-based and world-class scientific organization; and
  - (c) lead an organization that includes multiple operations and business functions.
- The Laboratory Director shall have a PhD in science or engineering.

Dr. Robert Civiak received a Ph.D. in physics from the University of Pittsburgh in 1974. From 1978 through 1988 he was a Specialist in Energy Technology and Section Head in the Science Policy Research Division of the Congressional Research Service. During the spring and summer of 1988, he was a visiting scientist at LLNL. From November 1988 through August 1999, Dr. Civiak was a Program and Budget Examiner with the White House Office of Management and Budget. (OMB). At OMB, his primary responsibilities included oversight of the national security activities of the Dept. of Energy, including the Stockpile Stewardship program. Dr. Civiak continues to do research and policy analysis on issues of nuclear weapons and arms control as an independent consultant.

- (2) The Offeror's Key Personnel shall prepare a response to three technical/managerial problems at an oral presentation. The problems will all be representative of the activities required under the Statement of Work. One problem will focus on Science and Technology, one on Laboratory Operations, one on Business Operations. A fourth, cross-cutting problem, shall be addressed solely by the proposed Laboratory Director without preparatory assistance from the other Key Personnel. The same set of problems will be asked of all Offerors. The procedures to be used in this oral presentation are more fully described in Section L provision entitled "Proposal Preparation Instructions – Oral Presentation Procedures."

This format is acceptable to the Livermore Lab GREEN, LLC. We look forward to the oral presentation.

- (3) The Offeror shall describe its strategy to retain its proposed Key Personnel.

Livermore Lab GREEN, LLC knows that world class science and technology can best be achieved by retaining good people. Employee recruitment and retention has been a well-publicized problem at LLNL. The uncertainties and problems associated with the Los Alamos National Security, LLN at the Los Alamos Lab in New Mexico has exacerbated employee concern. In contrast, the parent organizations of the Livermore lab GREEN, LLC are quite stable in terms of recruiting and retaining key staff, volunteers and membership (where applicable). We believe we bring strategic experience to this issue that is not available to NNSA from other offerors.

One strategy component to successful employee retention is "mission based." We believe that working on systems of mass destruction decreases worker morale and makes both recruitment and retention costly and difficult at LLNL. Similarly, the scientific and technical problems of the NIF have led to talented employees leaving LLNL. And, the fact that the NIF program in effect "raids" other LLNL programs for both money and people causes additional stress across programmatic lines.

The Livermore Lab GREEN LLC pledges to transform Livermore Lab from nuclear weapons to civilian sciences. This means that our personnel will be able to align their desires to create a more healthy, peaceful, just and sustainable world with their work. Further, as we outlined in volume one of our bid package, we will complete the NIF as appropriate (either 48 or 96 beam lines) and operate it as an unclassified facility for civilian science users. A first step to work place happiness is believing in the mission you serve.

A cornerstone of Livermore Lab GREEN LLC's strategy to retain employees is workplace security. Current management at Los Alamos has created a state of workplace insecurity, if not downright panic. Currently there are between 350-550 layoffs slated for Los Alamos. The layoffs are claimed to be part of a budget shortfall, in part, due to excessive management fees and lack of foresight in considering institutional economic responsibilities. Our management team focuses on retaining personnel through the value of the work, with just but not excessive pay. In turn, we will be able to offer workplace security, creating a positive work environment, quite conducive to the retention of employees.

The Livermore Lab GREEN, LLC strategy to attract and retain quality scientists, engineers, technicians, support personnel and others includes "marketing" other, practical advantages of employment at a world-class center for civilian science. For example, our proposal to remove Special Nuclear Materials from LLNL will ensure a safer workplace, as will our commitment to forego manufacturing deuterium-tritium targets for NIF at LLNL. Our proposal to transform LLNL into a world-class center for civilian sciences will result in a marked increase in opportunities for scientists and engineers at LLNL to publish the results of their research in unclassified, peer reviewed journals. This will increase job satisfaction and lead to longer retention rates. Further, we believe that a civilian science missioned LLNL is more likely to garner a Nobel prize in one of the sciences than the present situation at LLNL. This prospect, too, will improve retention of top staff.

Another strategy to be utilized by the Livermore Lab GREEN, LLC will be to improve communications at LLNL, both horizontally (between scientists, for example) and vertically (between staff and management, for example). The historical lack of communication at LLNL is legendary. It is a major cause of employee dissatisfaction. Related to this is the often-dysfunctional manner in which employees are evaluated. Our focus on communication and attention to whistleblower protection and other employee rights issues will greatly increase our employee retention rates. In this same vein, the Livermore Lab GREEN, LLC is committed to unions and other less formal employee associations. This, too, will positively impact employee retention.

Our plan to involve the community in decision-making will contribute to employee retention as well. LLNL workers will be able to speak freely about their work to family members and friends. After a transition period of 5 years, LLNL will no longer perform classified work. This will enhance family and community communications and make for a happier work force. So, too, will community participation in advisory boards to

evaluate proposed projects that LLNL make for a more engaged citizenry and a happier work place. It is the Livermore Lab GREEN, LLC's intention to go to workers and the surrounding communities directly and seek their input and advice on a variety of topics.

(c) **Criterion 3. SCIENCE & TECHNOLOGY**

The Offeror shall describe its capability to manage world-class Science and Technology programs at the Laboratory for each of the Statement of Work activities listed below. In describing its capability, the Offeror shall discuss its approach and experience in performing these activities including how it will achieve continuous improvement in contract performance (see Section H Clauses H-1 through H-12) to improve the way work is performed and facilitate realignment of the workforce to achieve efficiencies.

- (1) Conducting major research and development programs including using an earned-value management system and fostering an environment of scientific skepticism and peer review of research programs.

The Livermore Lab GREEN, LLC will, utilizing the principle of "first things first," manage world class science and technology at LLNL by first attracting it and getting it funded. We will attract it through a variety of methods from associations with academic institutions to showcasing current LLNL capabilities in civilian science to appropriate congressional committees, the DOE, other grant making agencies of the federal government, and others. Our plan for LLNL's future involves building on LLNL's present, often unheralded capabilities in civilian sciences. (Put simply, if the Lab Director and other top management rarely if ever speaks out loud about LLNL's civilian science programs -- as is historically the case -- it is difficult for potential funding sources to "discover" LLNL as a place to conduct truly world class civilian science).

Additionally, as specified, the Livermore Lab GREEN LLC will foster an environment of scientific skepticism and peer review of research programs. This effort will be aided by making the research of the Livermore Lab unclassified. Currently, classified research dominates the culture at Livermore Lab and peer review that is supposed to take place both within LLNL and between LLNL and the other NNSA nuclear weapons labs has degenerated to, in far too many instances, "you support my 'pork' and I'll support yours."

The degradation of "peer review" under current management structures goes a long way toward explaining why, more than a decade after their inception, the NIF is incomplete and reportedly backing away from its original laser specifications and the DARHT at LANL still has a "broken arm" -- and both are astronomically over their original budget numbers.



The parent organizations of the Livermore Lab GREEN, LLC have a long and distinguished history of honest yet critical analysis and scientific skepticism. Putting us in charge of LLNL management will not blunt that important edge.

And, finally, the culture of management at LLNL has tended toward bloating budgets as a way to perpetuate job security. Our choice for Lab Director brings a history of appropriately overseeing and controlling science budgets as the White House OMB Budget Examiner for DOE's national security programs from 1988 to 1999.

The Livermore Lab GREEN LLC will conduct a number of world-class science and technology programs, including but not limited to:

- Completing the NIF (with 48 or 96 beam lines, as appropriate) and operating it as a fully unclassified facility;
- Developing and expanding additional non-classified laser research projects;
- Expanding LLNL research in global climate change and other atmospheric physics programs;
- Expanding LLNL research in renewable, non-polluting energy research;
- Complementing, but not duplicating, research ongoing at the Lawrence Berkeley National Laboratory in energy efficiency;
- Expanding LLNL research and development in new technologies and innovative combinations of techniques to remediate soil and water resources polluted by hazardous and radioactive materials;
- Developing "green" manufacturing processes; and
- Advancing knowledge in unclassified aspects of earth sciences, astrophysics and other disciplines historically undertaken at LLNL.

- (2) Advancing science through technological innovation, public and private sector collaboration, and technology transfer to enhance U.S. economic competitiveness and national security.

First, the Livermore Lab GREEN, LLC is well-positioned to effect technology transfer on a broad scale due in part to the fact we will transition LLNL to unclassified science missions. Technology transfer from a nuclear weapons program may be, under some circumstances, more aptly called nuclear proliferation and it is a cause for grave concern. In this and other respects, the present LLNL mission does not lend itself easily to advancing science in the manner outlined at (2) above.

Moreover, the U.S. market economy reliance on fossil fuels could prove to be the greatest national security risk of the 21<sup>st</sup> Century. In alternative sustainable energy development, the U.S. lags behind in the international market, unable to provide the needed wind, solar and other renewables. The Livermore Lab GREEN, LLC is poised to advance science through technological innovation and public and private sector collaboration in part by expanding Livermore Lab's research on wind and solar energy production. The combination of Livermore Lab's scientific prowess with the windy, sunny location in which it sits makes it fertile ground for solar and wind production. The Livermore Lab GREEN, LLC is poised to launch the U.S. into this competitive market, putting the U.S. in the forefront of partnerships and technology transfers that will enhance our economic competitiveness and national security.

The Livermore Lab GREEN, LLC will promote technology innovation as well through the redirection of existing nuclear weapons-related infrastructure at LLNL, for example the NIF and the ASC computing capabilities, toward energy and other civilian sciences.

- (3) Promoting enhanced communications, cooperation and integration across the Nuclear Weapons Complex (Weapons Laboratories, Production Plants and Test Site) that will result in improvements in performance of the Nuclear Weapons Complex.

As two of the partners in the Livermore Lab GREEN, LLC, Nuclear Watch of New Mexico and Tri-Valley CAREs offer more than three decades of in-depth research, monitoring and knowledge of the U.S. Nuclear Weapons Complex, with special emphases on five NNSA sites -- Livermore Lab, Los Alamos Lab, Sandia Lab (Albuquerque and Livermore sites), Pantex and the Nevada Test Site. The two organizations have also undertaken research on specific programs at Y-12, the Savannah River Site and the Kansas City Plant.

The two organizations also maintain a wide array of contacts at these sites across the nuclear weapons complex, including but not limited to two decades of membership in the Alliance for Nuclear Accountability (formerly the Military Production Network), which represents several dozen organizations whose members live downwind and downstream from the DOE nuclear weapons complex.

The two organizations also know a wide array of workers at the five NNSA sites listed above and this knowledge will help our team truly enhance communications, cooperation and integration. As "watchdogs" we have been able to break through the NIH syndrome that adversely affects too much of the NNSA sites' activities (in this context, NIH refers to "not invented here").

Nuclear Watch of New Mexico will, in particular, use its detailed knowledge of the New Mexico components of the nuclear weapons complex to assist in enhancing communication between the Los Alamos, Sandia and Livermore Labs.

Overall, the Livermore Lab GREEN, LLC and will enhance contractor communications, cooperation and integration with the NNSA Weapon Complex, with an emphasis on the lab sites, and we will contribute to overall NNSA Weapon Complex improvements in performance in appropriate, unclassified areas.

Moreover, the Livermore Lab GREEN, LLC choice for Lab Director brings more than 25 years of research and analysis on nuclear weapons, nuclear weapons policy and meeting budget targets.

- (4) Integrating the performance of world-class science and technology with laboratory operations, business operations, and laboratory management.

Livermore Lab GREEN, LLC brings together cutting edge technology, in depth knowledge of Livermore Lab and the nuclear weapons complex with world class academics. Our focus is on offering NNSA an integrated team that provides accountable, efficient management of Livermore Lab programs and operations and transitions them away from nuclear weapons development activities in particular.

Our list of FY 2008 and 2009 accomplishments furnishes numerous instances of integrating the science at LLNL with operations and management. To recap a few: The Livermore Lab GREEN, LLC will develop a business plan (including a marketing plan) to attract more "green" unclassified science programs to LLNL. Related, the Livermore Lab GREEN, LLC will also poll lab employees for ideas and additional new programs that may be compatible with LLNL's new mission and strategic vision.

Moreover, we have proposed an innovative organizational chart that maximizes employee advise and input into management and business practices. And, the Livermore Lab candidate for Lab Director has a background in unclassified scientific work, including during a short stint at LLNL. That, combined with his long-standing classified and unclassified activities involving nuclear weapons, nuclear weapons policy, energy policy, and budget issues while employed at CRS and OMB, make him uniquely suited to lead LLNL in a new direction.

(d) **Criterion 4. LABORATORY OPERATIONS**

The Offeror shall describe its capability to manage Laboratory operations for each of the Statement of Work activities listed below. In describing its capability, the Offeror shall discuss its approach and experience in performing these activities including how it will achieve continuous improvement in contract performance (see Section H Clauses H-1 through H-12) to improve the way work is performed and facilitate realignment of the workforce to achieve efficiencies.

- (1) Security. Institutionalize a security conscious culture that performs work securely and assigns unambiguous roles, responsibilities, authorities, and accountability while integrating excellence in safeguards and security into all Laboratory activities.

The Livermore Lab GREEN, LLC will undertake major innovations and program changes to increase both the security culture at LLNL and the physical security of the site and its employees and surrounding communities. In so doing, we will decrease the vulnerability of plutonium and highly enriched uranium at the site by safely packaging it and removing it to a more remote and secure location. In so doing, we will implement the technical packaging recommendations of the Defense Nuclear Facilities Safety Board and incorporate other lessons learned.

Our security culture will encourage employee reporting of workplace procedures and situations that are deficient from a "security" standpoint. To offer a few examples, we will not permit a culture that subordinates security (or safety) to production. Therefore, incidents like the two dozen criticality safety violations in LLNL Building 332 that occurred in 1997 are less likely to occur on our watch. (And, of course, an incident like this particular one would become impossible following the 4-year plan for removing Special Nuclear Material from LLNL and the related 5-year transition period for Livermore Lab to unclassified, civilian science missions).

Further, security deficiencies, such as those reported to the DOE Inspector General by members of the LLNL Security Police Officers Association, will be priority of our Laboratory management team -- and so will be discovered, reported and remedied more quickly. Whistleblowers who report deficiencies will be supported, not persecuted. This will go a long way toward dramatically changing and improving the security culture at LLNL. The Livermore Lab GREEN, LLC will also emphasize appropriate and complete security training.

NNSA should note also that the Livermore lab GREEN, LLC organizational chart elevates security in several ways, including by installing a "Chief Security Officer" in the Lab Director's office.

The current management culture at Livermore Lab creates insecurity. From whistleblower retaliation to improper storage of Special Nuclear Materials to massive security breeches, Livermore Lab has been wrought with security problems that need not exist.

To further strengthen security at Lawrence Livermore National Laboratory, the Livermore Lab GREEN, LLC will specifically:

- Remove all Special Nuclear Materials from Livermore Lab by 2010. One of the greatest security risks at Livermore Lab and for the surrounding communities is

the thousands of pounds of nuclear material on site near earthquake faults and residential neighborhoods.

- Forego any increase in the inventory of plutonium and/or highly enriched uranium in the interim period before all Special Nuclear Materials leave LLNL. While the November 29, 2005 Record of Decision doubled the plutonium storage limit (for example), under our management, no additional plutonium will come into LLNL.
- Forego any increase in the "at risk" limit for plutonium at LLNL. While the aforementioned Record of Decision doubled the "at risk" limit for plutonium in part to permit experiments to work the bugs out of new techniques for making plutonium pits for new nuclear weapons (e.g., the RRW program), under our management, LLNL will not pursue this activity. By not conducting these experiments, the security of LLNL will be enhanced (among other benefits).
- Forego any advanced bio-warfare agent research at either the LLNL main site or site 300. Under our management, LLNL would continue with and expand its basic biological research programs, using Bio-Safety Level 1 and Bio-Safety Level 2 facilities. By not proceeding with the operation of Bio-Safety Level 3 and Bio-Safety Level 4 facilities that could conduct experiments, including possible genetic modification and aerosolization (spraying) of live anthrax, plague, mad cow disease, Ebola virus and others, our management will further increase security at LLNL and eliminate the possibility that a disgruntled employee or other terrorist attack scenario at LLNL could disperse deadly biological agents.

- (2) Environment, Safety and Health (ES&H). Institutionalize an ES&H conscious culture that performs work safely and assigns unambiguous roles, responsibilities, authorities, and accountability while integrating excellence in ES&H into all Laboratory activities.

Environmental, Safety and Health is at the heart of the Livermore Lab GREEN, LLC management philosophy. Here, too, our organizational chart demonstrates ways in which we will institutionalize ES&H.

We propose a Chief Officer of Whistleblower Protection in the Director's office. This will help assure that LLNL employees who report ES&H violations will be supported and valued, not reassigned to dead end jobs and harassed out of their employment. We also propose an Ombudsman position that will also be in the Lab Director's office.

To strengthen Environmental, Safety and Health at Lawrence Livermore National Laboratory, the Livermore Lab GREEN LLC will:

- Advocate that DOE reinstate publication of "Operating Experience Weekly," the helpful compendium of mishaps at DOE facilities that incorporated a useful philosophy that can be summed up as "lessons learned are mistakes not repeated".

- Encourage DOE to consider new audits, including the type conducted by the nuclear material vulnerability assessment teams. These would presumably be conducted out of the recently reorganized DOE office that meshed ES&H with security. While the "old" ES&H teams of the 1990s could have been more stringent and comprehensive in their investigations, but were nonetheless useful and uncovered significant safety (as well as security) problems at a number of DOE sites, including at LLNL.
- Prohibit plutonium, highly enriched uranium, fissionable materials like thorium-232, and lithium hydride in NIF experiments;
- Prohibit the on-site manufacture of deuterium-tritium targets for the NIF; and
- Forego expansion of the Tritium Facility and the Tritium Facility Modernization Project.

Further, we note in general that as our management reorients the programs at LLNL toward civilian science, there will be fewer ES&H issues to resolve as there will be less work with hazardous and radioactive substances (the same will be true for security and nuclear safety concerns).

- (3) Nuclear Safety. Institutionalize a nuclear safety conscious culture that performs work safely and assigns unambiguous roles, responsibilities, authorities, and accountability while integrating excellence in nuclear safety into all applicable Laboratory activities.

To institutionalize a nuclear safety conscious culture, the Livermore Lab GREEN, LLC will:

- Implement recommendations of the DOE Inspector General, outside boards like the Defense Nuclear Facilities Safety Board and others;
- Preserve the "stand down" of the LLNL Plutonium Facility (Building 332) and concentrate any plutonium operations on safe packaging of plutonium out of paint cans and food tins and into packaging appropriate for transport to and storage at a more remote location;
- Complete safety basis and other documents where they are incomplete or out of date;
- Undertake a comprehensive review of facilities to ensure that all alarms and monitoring devices are fully operational, and that all equipment is in working order (and has a both available blueprints and a work history -- for example, some glove boxes were found not to have either);

- Change out all HEPA filters that have spent a half-dozen years or more in service;
- Advocate DOE reinstate its support for the (approximately) annual HEPA filtration conferences and also the HEPA filter certification program at Oak Ridge (safety consciousness has to come also from the top; seemingly small items like reinstatement of "Operating Experience Weekly" and attention to proper installation, change out, certification and care of HEPA filters gives the unmistakable signal to site staff that safety is important up and down the management chain);
- Forego activities like placing a special inner target chamber for select plutonium experiments in the NIF, thereby knowingly, at the LLNL management level, increasing worker exposures;
- Ensure employees were fully aware of their responsibilities -- and of their rights, e.g., to be protected from retaliation in the event they report a violation or unsafe condition.

- (4) Emergency Operations. Achieve effective integration of planning, preparedness, response, and readiness assurance for emergency management.

Emergency Operations at Livermore Lab under our management team will place safety over public relations, which will be a "sea change" at LLNL. We will, for example:

- Carry out the integrated emergency exercises with the local agencies (which LLNL management says it does, but local fire fighters and sheriffs deputies and others have told us don't occur in a comprehensive, useful or integrated way -- and often don't occur at all).
- Review and as needed complete or update all LLNL Safety Analysis Reports, including their emergency procedures;
- Undertake a comprehensive facilities check to ensure that all emergency equipment is in good working order, and that all procedures are (a) truly workable and (b) well-understood by employees who are expected to follow them.

(e) **Criterion 5. BUSINESS OPERATIONS**

The Offeror shall describe its capability to manage (as described in the Statement of Work's Section 5.0 introductory paragraph) business operations at the Laboratory for each of the Statement of Work activities listed below. In describing its capability, the Offeror shall discuss its approach and experience in performing these activities including how it will achieve continuous improvement in contract performance (see Section H Clauses H-1 through H-12) to improve the way work is performed and facilitate realignment of the workforce to achieve efficiencies.

- (1) Strategic Human Capital Management. Promote workforce excellence by attracting and retaining a world class science and technology workforce and by ensuring maintenance of critical skills for the nuclear weapons program and limiting the number and duration of vacancies in positions requiring critical skills while optimizing direct to indirect employee ratios.

The Livermore Lab GREEN, LLC understands that world class science and technology are achieved by retaining and recruiting a world class workforce. One strategy to successful retention is mission based. We believe that working on systems of mass destruction decreases worker morale and makes retention costly and difficult. The Livermore Lab GREEN, LLC pledges to transform Livermore Lab from nuclear weapons to civilian sciences.

Thus, we would recruit and maintain "critical skills" in civilian sciences as well as in nuclear weapons programs (which we would largely phase out over a 5-year period).

That said, our strategy is to stand up a new Nuclear Nonproliferation directorate in FY 2008 and the Associate Director and staff there would be charged with the responsibility of analyzing all proposed programs at LLNL for treaty compliance, including with the NPT. Thus, in the near term, we would assign qualified personnel to carry out treaty compliant elements of the Complex 2030 plan, for example. We would be able to limit the number and duration of vacancies by offering a growing suite of interesting civilian science programs at LLNL. Those personnel working on dismantlement of nuclear weapons, or consolidation of nuclear material, for example, would have the ability to matrix out into other areas when their immediate tasks were done. This assurance of varied, interesting employment, we believe, will help us retain the best and the brightest.

Further, a cornerstone of Livermore Lab GREEN LLC's strategy to retain employees is workplace security. Current management at Los Alamos has created a state of workplace insecurity by creating an "at will" employment situation for staff, by (apparently) miscalculating the fees and taxes for which it would be responsible, etc.. Currently there are between 350-550 layoffs reportedly slated for Los Alamos. We will not put the work force here in the same predicament. That fact alone, will increase workforce retention.

- (3) Financial Management. Maintain an integrated financial management system to collect, record, and report all financial



activities that provides sound financial stewardship and public accountability.

The parent organizations of the Livermore Lab GREEN, LLC have a long history of maintaining and meeting budgets, completing projects on time and on budget and generally performing in a fiscally responsible manner. The partner conducting administrative management of the Livermore Lab GREEN, LLC is Tri-Valley CAREs. Tri-Valley CAREs has a 23-year history of fiscal responsibility. Its tax forms (Form 990) for the past three years are included in this bid package. Tri-Valley CAREs has undergone informal financial review and has passed with flying colors (the group has not been formally audited by the IRS). Tri-Valley CAREs manages foundation grants, individual gifts and government contracts routinely as part of its operations.

The Livermore Lab GREEN, LLC's proposed Lab Director is a former Program and Budget Examiner (for 12 years) with the White House office of Management and Budget. He brings unique financial and budget planning qualifications to the position. The Livermore Lab's GREEN, LLC proposed Chief Auditor and Financial Officers are also superbly qualified, with 3 decades of auditing experience (including for large government entities) and 2 decades of state and local tax management between them. The Livermore Lab GREEN, LLC will provide both sound financial stewardship and enhanced public accountability (far beyond the past and present situations at LLNL).

- (4) Purchasing Management. Participate in strategic sourcing activities and centralized purchasing for the Nuclear Weapons Complex.

The Livermore Lab GREEN, LLC will ably participate in strategic sourcing activities and, where appropriate, centralized purchasing for the Nuclear Weapons Complex. In this endeavor, we will call on the expertise of our proposed Associate Director for Administration, who has experience as a centralized procurement specialist for the State of California.

- (5) Information Resources Management. Provide computer resource capacity and capability sufficient to support Laboratory-wide information management requirements and Laboratory wide classified computing infrastructure using a standard non-scientific software and hardware programs/platforms for generating and storing electronic information.

The Livermore Lab GREEN, LLC will provide competent information management. We propose, however, to manage the requirements of the classified computing infrastructure in part by transitioning it over a period of 5 years to unclassified programmatic activities.

(f) **Criterion 6. PAST PERFORMANCE**

The Offeror shall submit information on past performance requested herein. "Offeror" includes, in the case of a contractor "teaming arrangement" (as defined in Federal Acquisition Regulation 9.601) the members of the Offeror's team, and the parent organization that has signed the "Performance Guarantee Agreement" required in the Section L Attachment entitled "Performance Guarantee Agreement". Since the Offeror is required by other provisions of this solicitation to form a corporation for performance of the Contract, and since the new corporation will have no past performance in the corporation's name, the corporation shall submit past performance information relating to its team members'.

(1) Past Performance Information Regarding Relevant Contracts

- (a) The Offeror shall submit a completed (Items 1-14) Past Performance Information Form (PPIF) – Section L Attachment entitled "Past Performance Information Form" in Volume II for no more than three (3) separate contracts (\$50 million value or more per contract) performed by each proposed team member in the last five years. If a team member is a small business concern and has no contract over \$50 million value, then submit its most relevant contracts that are similar in nature and complexity to the scope of work that is to be performed by the small business team member. For each contract submitted, the Offeror shall have had three years or more of performance. For each of the contracts, the Offeror shall describe in the PPIF why work is relevant (similar in nature and complexity) to the scope of work that is to be performed by the team member under the Contract Statement of Work [see block 11 of the PPIF]. For each of the contracts, the Offeror shall also describe in the PPIF how the work is related to the experience cited in response to Criteria 3-5 (paragraphs (c) through (e) in Section L-4, above) [see block 12 of the PPIF]. The Offeror may include contracts with federal, state, and local Government and commercial customers.
  
- (b) The Offeror shall provide copies with each of the PPIFs of any award fee determinations, contractor past performance reports, or other documentation that reflects the formal performance assessments of the Offeror by its customer.

Note: This is completed, and since a national award by the federal EPA reflects the agency's performance assessment of Tri-Valley CAREs' execution of the contract, it is appended to the Livermore Lab GREEN, LLC bid package.

(2) Past Performance Questionnaire

Offerors are requested to submit advance copies of the PPIFs completed from Items 1 through 10a thirty (30) calendar days prior to the date for receipt of proposals in order to allow the Government to contact the technical and/or contracting point of contact (Items 9a and 9b) provided in the PPIF. The Offeror shall advise these individuals prior to submittal of this advance copy of the PPIF that the Government may be contacting them in order to complete a Past Performance Questionnaire. It is to the Offeror's benefit to ensure the participation of these points of contact.

(3) National/International Recognition/Accomplishments

Describe any National/International Recognition/Accomplishments relevant to the Statement of Work. Describe the relative national and international research and development stature of the Offeror team members and Parent Organizations. Describe programs managed by the Offeror's team members and Parent Organizations and the impacts the programs had on their respective research fields. Describe the productivity and leadership of the Offeror's current scientific staff, including key scientists, the programs they supported, and any other evidence of their leadership in collaboration with the scientific community. Examples could include Nobel Prize recipients, elections to the National Academy of Sciences, R&D 100 awards, patents awarded, service on national advisory committees, program and technical advisory committees, National Academies' panels, and major publications stemming from the above scientific and technology programs. The Offeror should highlight any management innovation(s) and/or best in class practices employed to enable world-class science.

The four organizations, and their management personnel, have earned numerous awards. Included among them are special recognitions from the Lawrence Livermore National Laboratory, the U.S. Environmental Protection Agency, International Webby Awards, the Alameda County (CA) Public Health Department, the Alameda County (CA) Women's Hall of Fame, the Physicians for Social Responsibility, Pax Christi USA, the Land Utilization Alliance, Peace Action, and the Alliance for Nuclear Accountability.