

A woman with long blonde hair and glasses, wearing a blue lab coat, is focused on a laptop computer. She is standing in a large, complex industrial facility, likely a nuclear reactor or particle accelerator, with various pipes, cables, and large metal structures visible in the background. The lighting is a mix of blue and orange, creating a high-tech atmosphere.

# Delivering Excellence in Science for Our Nation

## 2009 LANS Board of Governors Report

Los Alamos National Security, LLC

Los Alamos National Laboratory is operated by  
Los Alamos National Security, LLC  
for DOE's National Nuclear Security Administration

 Los Alamos  
NATIONAL LABORATORY  
EST. 1943

“Los Alamos National Security is dedicated

to increasing this Laboratory’s value as an engine of national security science and technology, one that benefits the nation and the world.

Bearing oversight responsibility for such an institution is sobering, exciting, and gratifying.

This report outlines achievements and challenges, strategies and opportunities associated with national security issues, and the ability of Los Alamos to address them.”

—Norman Pattiz  
Chair, LANS, LLC  
Board of Governors



Los Alamos National Laboratory geologist Giday WoldeGabriel was part of an international research team responsible for discovering the oldest nearly intact skeleton of *Ardipithecus ramidus*, who lived 4.4 million years ago.

The discovery of “ARDI” and associated research, which revealed the biology of the first stage of human evolution better than anything seen to date, earned *Science* magazine’s Breakthrough of the Year for 2009 and was selected by *Time* magazine as the No. 1 science story of 2009.

## Contents

- 2 LANS Today
- 4 Responding to National Needs
- 6 Strengthening Business and Operations Systems, Tools, and Practices
- 8 Improving Governance and Sustained Overall Performance
- 10 Multiyear Strategy for Performance Improvement: FY10–FY14
- 12 2009 LANS Board of Governors

### COVER:

Melissa Reed works on the induction cells of the second axis of the Dual Axis Radiographic Hydrodynamic Test facility (DARHT) at LANL. This year, DARHT performed the first-ever successful dual axis hydrotest. This double-viewpoint hydrodynamic test will lead to future experiments from LANL and across the nation’s nuclear security enterprise, supporting the stockpile stewardship and weapons assurance mission. (Photo by LeRoy N. Sanchez)

# PROGRESS REPORT

from the Board of Governors  
Los Alamos National Security



Norman Pattiz



Scott Ogilvie

To: Stakeholders of Los Alamos National Laboratory

Since LANS assumed the contract to manage and operate Los Alamos National Laboratory in 2006, we have been focused on strengthening our stakeholders’ confidence in our ability to deliver excellence in science and outstanding mission performance safely, securely, and in an efficient and effective manner. Through LANS’ governance and oversight and, more important, through the Laboratory’s performance, we believe we are achieving this goal.

Now in our fourth full year managing LANL, we continue to deliver innovative solutions to the nation’s most pressing problems, working as a team with Laboratory employees and subcontractors, in partnership with NNSA. In so doing, we remain committed to leveraging the partners’ cumulative experience to the benefit of the Laboratory.

In this manner, we are building on the Laboratory’s outstanding science, technology, and engineering, which enable our vital stockpile stewardship mission. Our achievements and our response to challenges of the past year reflect our uncompromising commitment to the Laboratory and its vision to be a premier national security science laboratory serving the national interest.

Our governance model relies on strong committees that oversee key LANL functional areas and focus on delivering value to the Laboratory and NNSA. Board members and prominent national leaders serve on and lead these committees, and their work supports the Board’s continuing review and analysis of the functional areas. In addition, the committees routinely contribute sound and valuable counsel to the Laboratory’s management team, working with the managers as they develop business strategies and opportunities and resolve complex management and operational issues. Subsequently, we have developed a five-year strategy for performance improvement at LANL, which is included in this report.

This report showcases outstanding accomplishments of the LANS team in three crucial areas: responding to national needs; strengthening business and operations systems, tools, and practices; and improving governance and sustained overall performance. Though LANL demonstrated a 42% reduction in recordable accidents since June 2006, the rate of improvement recently reached a plateau. Our challenge is to do better, and we’re intent on making that happen.

We remain fully committed to improving the Laboratory’s work and providing our employees the opportunities and environment to succeed in delivering our mission safely and securely. While we continue to balance challenges with opportunity, we are confident that we will lead LANL toward its full potential as a reliable and responsive laboratory that anticipates, innovates, and delivers to the nation science that matters.

Sincerely,

Norman Pattiz  
Chairman, LANS, LLC  
Board of Governors

Scott Ogilvie  
Vice Chairman, LANS, LLC  
Board of Governors

The Los Alamos National Security, LLC Board of Governors has provided governance and oversight of LANL management and operations for three and a half years. This report highlights the 2009 accomplishments.

LANL comprises four top U.S. organizations that have extensive experience in nuclear defense programs, large-scale facilities management, and the application of science and technology to national security challenges and safety. The four organizations are Bechtel National, Inc., the University of California, The Babcock & Wilcox Company, and URS Corporation. Our combined record of accomplishments and awards is unmatched in both science and industry.

LANL initially created a Board of Governors as part of its commitment to support LANL's leadership team and its management of the Laboratory. The Board operates with discipline and autonomy from the four parent organizations.

The Board of Governors is the conduit through which the LANL parent organizations provide needed resources and oversight of LANL and promote consolidation, cooperation, and communication across the national laboratory system.

The Board made three fundamental commitments to NNSA. These commitments and the relevant accomplishments are highlighted in this report:

- Responding to national science needs
- Strengthening business and operations systems, tools, and practices
- Improving governance and sustained overall performance



## 2009 Highlights

LANL has made steady and significant progress in overall mission and operational performance in the three and a half years LANS has managed and operated the Laboratory. Momentum is building as LANL further applies its outstanding science and engineering to the nation's emerging challenges.

This year's report highlights our contribution to the Laboratory's FY09 accomplishments, our dedication to meeting crucial objectives, and our continuing commitment to enhancing the Laboratory's capabilities, which characterize a premier national security science laboratory in the 21st century.

### Responding to National Needs

This year, the Laboratory continued to demonstrate the quality and flexibility of its science, technology, and engineering capabilities in response to changing national needs.

We completed 95% or more of our mission milestones for the third consecutive year while sustaining our leadership in scientific publications among national laboratories. The Laboratory maintained Roadrunner as one of the world's fastest supercomputers (applying Roadrunner's petascale power to open-science applications), decreased the plutonium pit cycle time from an average of 335 days to 114 days, fired the first-ever double-viewpoint hydrodynamic experiment of a nuclear weapon component mockup, and chartered the development of an institutional plutonium science strategy.

Despina Milathianaki, a Ph.D. student, installs a cover plate on the main experimental chamber of LANL's Trident Laser Facility. Through the Trident User Program, Milathianaki is studying the dynamic response of materials to laser-induced shock loading.

The ability of LANL to respond to new national security science challenges is demonstrated by the 46% growth since FY06 of our science and energy programs to an FY09 budget level of \$267 million. By establishing a new principal associate director-level position to lead a newly elevated global security organization, we have strengthened our response to the Laboratory missions in national and international security.

Improved waste management and pollution prevention practices have to date saved \$35 million and increased off-site shipment of transuranic waste sixfold, with a record 131 shipments of transuranic waste sent to WIPP.

### Strengthening Business and Operations Systems, Tools, and Practices

We have accelerated our pace in reducing risk and improving management systems and processes. This year,

we took aggressive action to reduce the number and severity of accounting corrections.

The Laboratory defined more than 80 improvement actions, completing 94% of them by following its issues and corrective action management process.

In safety and security, we continue to aggressively pursue improvements. To advance safety performance that had improved but then reached a plateau, we designed a set of actions to accelerate or reinforce efforts that will raise the Laboratory to the next level.

The Laboratory is continuing to build robust and sustainable programs in cyber and physical security, integrating the two more effectively.

To reduce costs, LANL shrunk its footprint by 1 million square feet toward a goal of 2 million.

### Improving Governance and Sustained Overall Performance

We devoted time, energy, and resources toward improving operational performance and reducing risk. We completed all 27 Level 1 milestones to implement Formality of Operations. The in-sourcing of site service support work is saving some \$15 million per year.

LANL parent organizations provided project management expertise and oversight to substantially complete construction of the Radiological Laboratory Utility Office Building (RLUOB) facility, part of the Laboratory's Chemistry and Metallurgy Research Replacement project.

LANL's contractor assurance system (CAS) continued to mature enabling the Laboratory to improve performance, anticipate and avoid issues, and mitigate risk.

Distinguished Postdoctoral Research Fellow Alfred Wooten focuses on the synthesis and characterization of semiconductor, quantum-confined nanostructured materials, specifically nanocrystal quantum dots, rods, and wires, at LANL's Center for Integrated Nanotechnologies.

The properties of quantum dots have significant implications for the fields of computing, biology, and energy. By controlling composition and shape, these structures exhibit unique, size-tunable optical and electronic properties for biological, sensor, and photovoltaic applications.





# Responding to National Needs

Bette Korber and Will Fischer, both of Los Alamos National Laboratory's Theoretical Biology And Biophysics Group, describe their research entitled "Fighting HIV/AIDS with Computers" to Department of Energy Secretary Steven Chu last spring during a visit to the Laboratory.

## Meeting Our Commitment

This year, we created the new position of principal associate director for Global Security. This senior management position elevates the importance of the Laboratory's work in key program areas, including nonproliferation, intelligence support, defense, nuclear counterterrorism, and homeland security.

With LANS support, the Laboratory continued to demonstrate the quality and flexibility of its science, technology, and engineering capabilities. The Laboratory has seen a 46% growth since FY06 in its science and energy programs to \$267 million. These capabilities are being leveraged to meet evolving national security challenges while sustaining the scientific basis for a nuclear weapons stockpile that is safe, secure, and reliable.

In environmental stewardship, the Laboratory completed a record year of legacy waste cleanup while sustaining high levels of performance in environmental compliance and pollution prevention.

## NATIONAL SECURITY

- The Board Committee on Nuclear Complex Integration influenced LANL's work with LLNL to speak with one voice, where possible, on major weapons issues and to lead reform of governance and directives.
- Members of the Board's Mission Committee are leaders in shaping nuclear weapons policy at the national level (e.g., the Congressional Commission on the Strategic Posture of the United States, Nuclear Posture Review).
- The Mission Committee interacted with federal decision-makers at the cabinet level, in particular with DoD about

stockpile life extension approaches and with DOE regarding the need for a nuclear weapons budget uplift for stockpile, science, technology, engineering, and infrastructure.

- The new Global Security directorate is focused on achieving LANL's non-nuclear weapons national security goals.
- The combined strengths of LANS and LANL are fostering an energy security focus on energy demand growth impacts, sustainable nuclear energy, and clean energy concepts and materials.
- Capabilities such as high performance computing are being applied to modeling the global impacts caused by increased energy demands.



MagViz, a device developed by LANL for airport security use, scans a bottle for dangerous carry-on liquids. LANL won one of its six R&D 100 awards in 2009 for this revolutionary technology.

## SCIENCE, TECHNOLOGY, AND ENGINEERING

- LANS, through its Science and Technology Committee, continues to support development of LANL's concept for a signature science center (MaRIE) that will provide the first comprehensive set of colocated tools to realize transformational advances in materials performance in extreme environments.
- LANL is developing an institutional plutonium science strategy as a first step toward a Plutonium Center of Excellence for the DOE Complex.
- The Science and Technology Committee helped shape Roadrunner open science applications as the initial use of the world's first petaflop computer, demon-

strating LANL's role in broad national security issues and as a leader in high performance computing through heterogeneous processors as a path to exascale computing.

- The Board's Mission and Science and Technology committees provided input and advice to help define capability delivery for LANL's mission and program strategy.
- The Laboratory secured \$40 million in science and technology American Recovery and Reinvestment Act funding for projects focused on alternative and renewable energy research.
- Staff from prestigious academic institutions peer review the Laboratory's science and engineering, thereby providing valuable feedback on performance in these two areas.
- Compared with 2008, U.S. patent applications in 2009 increased 9%, and total licensing income rose 11%.



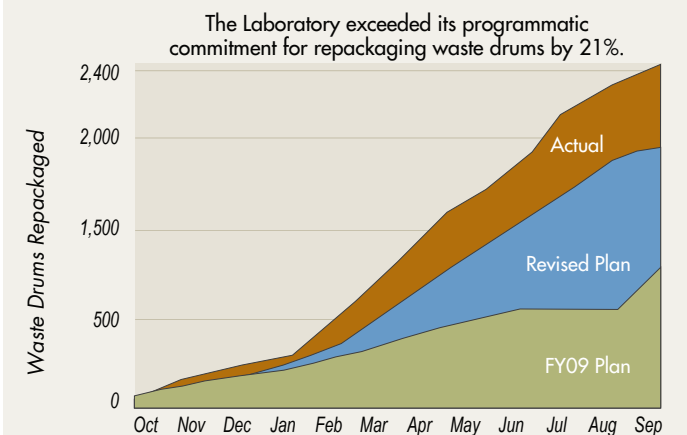
Greg Goddard works on a technique to extract algae's energy-rich lipids and refine them into biofuel, using a new ultrasonic field technology adapted from LANL's award-winning Acoustic Flow Cytometer.

## ENVIRONMENTAL STEWARDSHIP

- Key managers from LANS parent companies helped complete a record 131 transuranic waste shipments offsite, including all 16 of LANL's remote-handled canisters.
- LANL implemented new operations, recommended by a LANS parent company assessment, which tripled transuranic repackaging operations and completed

design, installation, and training for a new transuranic drum processing line.

- The laboratory secured \$212 million in American Recovery and Reinvestment Act funding for environmental cleanup and monitoring, which is expected to create or save up to 350 jobs.
- LANS resources were assigned to Recovery Act work, including large-scale demolition of 20 unused, Cold War-era Laboratory structures.





# Strengthening Business and Operations Systems, Tools, and Practices

## Meeting Our Commitment

LANS oversight has helped the Laboratory realize significant savings and risk reductions in safety, security, and business operations.

In the areas of safety and security, LANL successfully addressed longstanding shortfalls in programs, technical support, management controls, facilities, equipment, and infrastructure—from fire protection and emergency management to material control and accountability (MC&A).

LANL also continued to build robust and sustainable programs in cyber and physical security. LANL improved its cyber incident response capabilities by having cyber security integrate more effectively with physical security.

Leveraging LANS leadership and resources, the Laboratory's improved business practices and more effective resources management have saved more than \$200 million to date in direct costs, pension and benefits costs, state tax liabilities, and travel and procurement costs. Overall, LANL financial management performance continues at a high level.

LANL provides specialized training to Los Alamos firefighters. As a result, these firefighters are better prepared to handle firefighting hazards unique to the Laboratory.

## SAFETY

- While more progress is needed, LANL's total recordable days away and restricted rates have been reduced since the beginning of the LANS contract in 2006 by 42% and 35%, respectively.
- With ongoing support from LANS, the Laboratory submitted a VPP application to NNSA.
- Parent organization experience and support helped validate elements of management actions that were implemented to focus on safety improvements, including establishing Safety Improvement Plans in each director-

ate; expanding behavior-based safety observation programs at select locations; strengthening the injury and illness case management process to focus on prevention; and more active Worker Safety and Security teams, and expanded employee involvement.

- Parent corporation reachback has been used for functional management assessments (e.g., waste management) and continues to be critical in developing improved safety basis documents for LANL's nuclear sites.

Worker Safety and Security Teams are key elements in motivating LANL employees to work safely and achieve Voluntary Protection Program recognition.



## SECURITY

- With guidance from the Board's Safeguards and Security Committee, parent companies helped plan a replacement for the archaic and marginally effective Material Accountability and Safeguards System. The new robust Los Alamos Material Control and Accountability System provides collection, storage, retrieval, and reporting of basic or core information required for all nuclear material accounting and material control program elements.

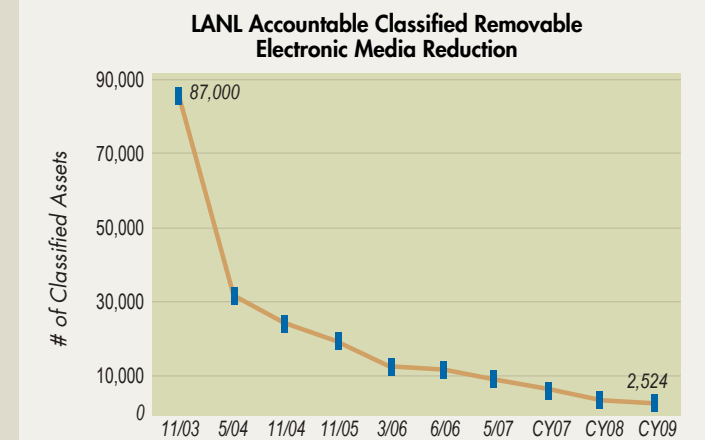
- The Laboratory achieved an overall satisfactory rating for unclassified and classified IT networks as well as a satisfactory rating by NNSA. We created a sustainable path forward to maintain and build upon achievements under the 2008 Security Compliance Order.
- With strong endorsement from the Safeguards and Security Committee, the Laboratory established a permanent Emergency Operations Center, staffed 24/7, to provide a central point of contact for all internal and external communications.

## BUSINESS PROCESSES AND SYSTEMS

- LANL leveraged parent organization resources to build a strong Lean Six Sigma infrastructure, realizing \$45 million in efficiencies in FY09 using Lean Six Sigma process improvement projects.
- With support from the Board's Business and Operations Committee, parent company IT systems and technical expertise were used to continue the implementation of a laboratory-wide electronic document management system, which will meet laboratory needs and allow for the systematic decommissioning of antiquated legacy systems.

- A team of experts from the parent companies was deployed to assess procurement programmatic training, systems, and tools. The assessment, which engaged NNSA, resulted in recommendations toward establishing a career management program designed to increase the proficiency and productivity of the acquisition workforce through competency-based training.
- Financial managers provided by LANS in 2006 (chief financial officer, controller, and compliance manager) have led the Laboratory's 24% performance improvement on financial management measures.

LANL reduced labor cost corrections from FY07 to FY09. In FY07, the percentage of total labor cost corrected totaled 8.2%, with a reduction to 4.0% in FY08 and a further reduction to 2.3% in FY09.





The Lab's substantially completed Radiological Laboratory Utility Office Building (RLUOB), part of the first phase of the multiyear Chemistry and Metallurgy Research Replacement (CMRR) project, will house several mission-critical projects.

Chuck Mielke, standing atop the single-turn coil cage, is the head of the user program at the National High Magnetic Field Laboratory Pulsed Field Facility. LANL not only supplies the infrastructure to support the operation of the Pulsed Field Facility, but also provides scientific resources such as theorists, complementary scientists, and technicians.



# Improving Governance and Sustained Overall Performance

## Meeting Our Commitment

This year, to improve our governance role, we instituted joint efforts with Lawrence Livermore National Security, realizing both performance efficiencies and significant savings. The Board of Governors executive committee also completed a formal in-depth assessment of parent oversight activities, with the goal of taking action in the coming year to reduce costs and improve our governance and oversight model.

In operations, we took advantage of parent companies' broader skills in facility management—integrating facility and project life cycle management and establishing necessary discipline and rigor in cost estimating—resulting in optimized facility investments and high quality project estimates.

In regional community involvement, independent survey organizations and feedback from regional business leaders, educators, elected officials, and citizens all indicate that LANS' \$3 million annual investment in community programs continues to make a positive difference in people's lives.

## GOVERNANCE AND OVERSIGHT

- Initiated a joint LANS-LLNS self-assessment that will result in adjustments to the governance model, improve efficiencies, and add more value to oversight activities.
- Combined LANS and LLNS Business and Operations Committees reducing NNSA costs by at least \$250,000 per year.
- The Board's committees provided oversight of LANL functional areas by engaging with management on functional scope and strategy; held them accountable

for improved performance; and created opportunities for management to engage at customers' senior management levels to assure cognizance of challenges and opportunities.

- Initiated a project to gather information from past three years on parent company functional management reviews in the LANL's Issues and Corrective Action Management system. Data will be shared for more effective oversight activity tracking.
- Obtained assistance from more than 80 parent experts to improve LANL processes and procedures related to nuclear operations, physical and cyber security, project management, and business operations, resulting in substantial savings to NNSA.



Ken Rehfeldt, left, discusses with LANL Director Michael Anastasio and Sen. Jeff Bingaman an initiative to assist the Pueblo of Jemez in harnessing geothermal energy.

## OPERATIONS

- In-sourced site support services contractor, saving \$15 million annually.
- Risks in nuclear and high hazard operations were reduced through declaration of implementation of all planned Level 1 milestones for Formality of Operations, significant progress toward a qualified workforce, and completion of vital safety system assessments for all credited safety-class and safety-significant systems.
- Highlights of facility construction projects:
  - Completed the Waste Management Risk Mitigation Facility, a significant accomplishment in the Lab's long-term radioactive liquid waste management infrastructure.

- Substantially completed the CMRR RLUOB in September on schedule and under budget.
- Achieved nuclear facility certification from the NNSA and DNFSB for the nuclear phase of CMRR.
- Completed critical project review gates and received authorization to proceed on the LANSCE-R Project, RLUOB equipment installation, Nuclear Materials Safeguards and Security Project, and the Sanitary Effluent Reclamation Facility.
- Completed detonator storage project on time to support a major security commitment made to Congress, resulting in reduced M&O costs.
- Received DOE certification of the Laboratory's Earned Value Management System.
- Removed 1 million square feet of excess facility space to date.



Control room personnel of the Dual Axis Radiographic Hydrodynamic Test facility oversaw the facility's first-ever double-viewpoint hydrodynamic test. The first to be tested was a mockup of a W78 warhead.

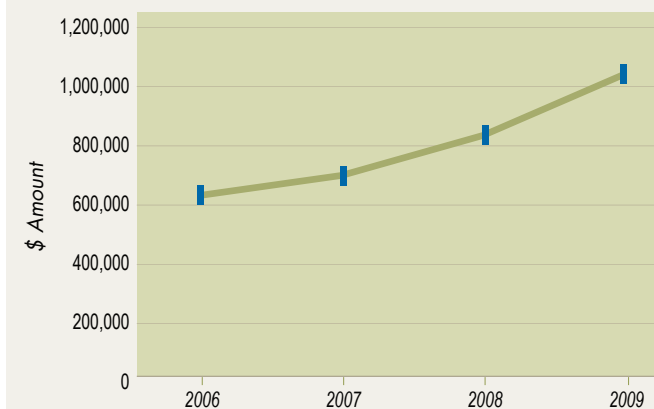
## COMMUNITY INVOLVEMENT AND OUTREACH

- To date, LANS has invested \$2.5 million in regional companies through the Northern New Mexico Connect program. A survey indicated that the program has yielded 30 new jobs with an average salary of \$78,520.
- As part of its Community Commitment Plan, LANS made available \$265,000 in special one-time grants

to further support area nonprofits already benefitting from the work of LANL employee volunteers.

- LANS exceeded its promise to match employee contributions up to \$1 million in the Laboratory's annual giving campaign, bringing the total donation to \$2.3 million for the United Way.
- Every year, LANL employees, retirees, and contractors contribute to the Los Alamos Employees' Scholarship Fund, providing scholarships for students attending U.S. colleges and universities. This year LANS matched employee contributions toward an annual goal of \$250,000, thus doubling the scholarships' impact.

LANL Employee Giving Campaign Contributions



# Multiyear Strategy for

# Performance Improvement: FY10–FY14

LANL is committed to managing and operating Los Alamos National Laboratory and improving its scientific and technological excellence for years to come.

Our multiyear performance improvement strategy, accomplished through the following goals of **Creating our Future** and **Strengthening the Core**, is defined through fiscal year 2014 so we can continue to deliver strategic science that provides solutions for our nation's most pressing challenges.

## Creating our Future

### Reliable Nuclear Deterrence

**Assess the safety, reliability, and performance of LANL weapons systems.**

- Preserve and enhance the science, engineering, and manufacturing base to sustain the stockpile.
- Continue to assess the LANL-designed warheads in the stockpile.
- Develop future stockpile stewards.

### Future Weapons Complex

**Achieve NNSA's Complex transformation for the nation's nuclear weapons stockpile.**

- Integrate weapons program activities to address ongoing and future needs of the Complex.
- Implement transformation changes.

### Global Threats and Energy Security

**Provide efficient, compliant, and secure infrastructure supported by disciplined operations.**

- Anticipate, counter, defeat global threats, and develop a secure energy future.
- Strengthen the Laboratory's ability to quickly apply our science and technology expertise to chemical, biological, radiological, nuclear, and explosive threats.
- Diversify threat reduction programs by expanding engagement with industry.

### National Security Science Laboratory

**Become a capabilities-based national security science laboratory.**

- Strengthen LANL's capabilities in energy security.
- Deliver capabilities in critical development areas that enable program funding increases.
- Attract, motivate, recruit, and retain best-in-class talent.
- Demonstrate leadership in supercomputing and predictive science.

## Strengthening the Core

### Safe, Secure Workplace

**Make safety and security integral to every activity we do.**

- Ensure a sustainable safety and security infrastructure by mitigating initial risks.
- Continue to strengthen management involvement and employee participation in safety and security.

### Exemplary Information Security

**Reduce risks while providing seamless information services.**

- Become recognized as a model for superior information security practices.
- Develop infrastructure that supports mission needs.

### Environmental Stewardship

**Establish excellence in environmental stewardship.**

- Demonstrate full compliance with environmental regulations and requirements.
- Deploy effective and efficient solutions to improve environmental performance.

### Responsive Infrastructure

**Provide efficient, compliant, and secure infrastructure supported by disciplined operations.**

- Modernize facilities to align with mission needs while balancing available investment funding and optimal space utilization.
- Operate LANL facilities to be consistently safe, secure, and environmentally compliant.
- Ensure infrastructure is managed effectively to accomplish DOE missions.

### Performance-Based Management

**Enable mission and operational excellence.**

- Reduce cost and improve quality.
- Identify and fix performance deficiencies and deliver on customer commitments in mission and operations.

### Business Excellence

**Deliver cost-effective business systems that meet LANL's business needs.**

- Deliver modern and integrated business systems/processes/tools as a competitive advantage to mission accomplishment.

### Effective Communications and Community Programs

**Communicate our value as a national laboratory, as an employer, and as a good corporate citizen.**

- Strengthen communication and engagement with employees, customers, community, and stakeholders.
- Enhance LANL's reputation as a good corporate citizen.

### Successful Workforce

**Cultivate a work environment where employees are empowered to achieve success.**

- Deliver human capital systems that support and sustain recruiting, hiring, training, and retaining the best workforce in the NNSA Complex.



Laida Valdez attaches a shield to a target at LANL's Los Alamos Neutron Science Center (LANSCE). Using a cat whisker, Valdez applies an ultra-violet curing epoxy to attach the shield.

The completed target will be used in an experiment to determine the effect of an asymmetric drive on the implosion of a fusion capsule.



From left to right: State Rep. Jeannette Wallace, Sen. Pete Domenici, LANL Director Michael Anastasio, and State Rep. and LANS Independent Governor Nick Salazar gathered this year around the plaque that designates the Laboratory's National Security Science Building, the Nicholas Metropolis Center for Modeling and Simulation, and the Nonproliferation and International Security Center collectively as the Pete V. Domenici National Security Science Complex.

## 2009 LANS

### Board of Governors

## LOS ALAMOS NATIONAL SECURITY, LLC

#### EXECUTIVE COMMITTEE

<b>Norman Pattiz</b>	Chairman; Regent, University of California; Founder and Chairman, Westwood One, Inc.
<b>Scott Ogilvie</b>	Vice Chairman; President, Bechtel Systems and Infrastructure, Inc.
<b>S. Robert Cochran</b>	President, Babcock & Wilcox Technical Services Group; Co-chair of the Safeguards and Security Committee
<b>Bruce Darling</b>	Executive Vice President, University of California; Chair of the Nominations and Compensation Committee
<b>William Frazer</b>	Senior Vice President Emeritus, University of California; Chair of the Science and Technology Committee
<b>Craig Weaver</b>	Executive Vice President, Bechtel Systems and Infrastructure, Inc.; Chair of the Business and Operations Committee

#### INDEPENDENT GOVERNORS

<b>Sidney Drell</b>	Senior Fellow, Hoover Institution, Stanford University; Vice Chair of the Mission Committee
<b>Richard Mies</b>	Admiral (Retired), U.S. Navy; Former Commander, U.S. Strategic Command; Chair of the Nuclear Weapons Complex Integration Committee
<b>Nicholas Moore</b>	Global Chair (Retired), PricewaterhouseCoopers; Chair of the Ethics and Audit Committee
<b>William Perry</b>	Senior Fellow, Hoover Institution, Stanford University; Former Secretary of Defense; Chair of the Mission Committee
<b>Nick Salazar</b>	State Representative, New Mexico Legislature

#### ADVISORY MEMBERS

<b>Steven Beckwith</b>	Vice President for Research and Graduate Studies, University of California
<b>Tom Gioconda</b>	Brigadier General (Retired) U.S. Air Force; former Acting Deputy Administrator for Defense Programs (NNSA); Vice President and Manager of Government Programs, Bechtel National, Inc.; Co-chair of the Safeguards and Security Committee; Vice Chair of the Nuclear Weapons Complex Integration Committee
<b>Bruce Varner</b>	Regent, University of California; Partner, Varner & Brandt LLP
<b>David Walker</b>	President, Bechtel National, Inc.; Vice Chair of the Business and Operations Committee

#### BOARD OF GOVERNORS COMMITTEES

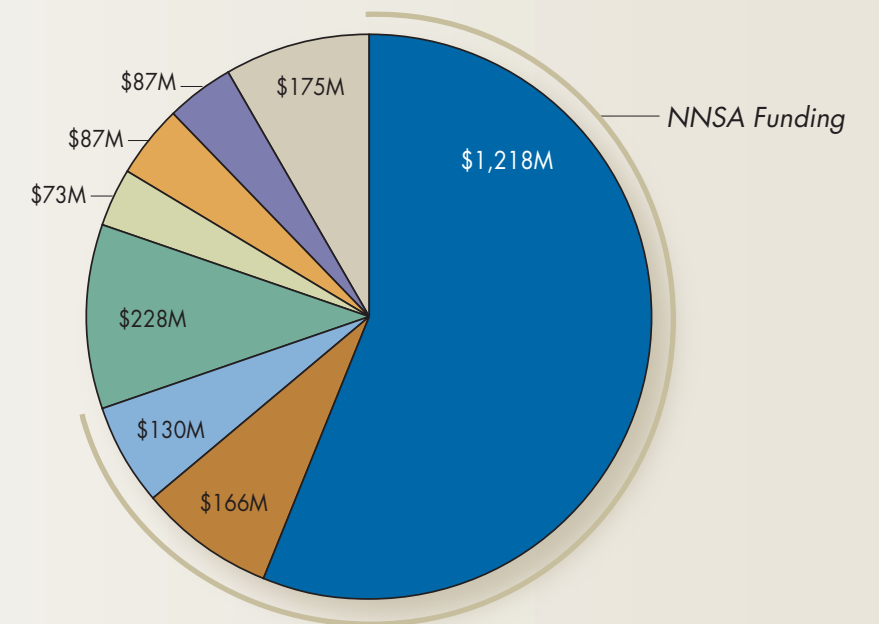
Business and Operations; Ethics and Audit; Mission; Nominations and Compensation; Nuclear Weapons Complex Integration; Safeguards and Security; Science and Technology

#### FY09 LANL COSTS

\$2.2 Billion

##### LEGEND:

- NNSA Weapons Programs
- NNSA Nonproliferation
- NNSA Safeguards and Security
- DOE Environmental Management
- DOE Energy and Other Programs
- DOE Office of Science
- Work for Others
- Work for Others (National Security)



NNSA programs represent 70% of the Laboratory's operating program portfolio.

LANL also spent \$8M in FY09 on one-time stimulus projects.

#### LANS ORGANIZATION







*Capitalizing on NNSA's investment, Los Alamos scientists this past year harnessed the blazing speed of the Lab's Roadrunner supercomputer, the first to reach a petaflop (a million billion calculations per second). Prior to Roadrunner's transition to classified computing to assure safety, security, and reliability of the U.S. nuclear deterrent, LANL used the system for accelerated petascale computer modeling and simulations for 10 fundamental science projects. These leading-edge efforts ranged from single-atom modeling of nanowires to the largest-ever computer model focused on understanding both dark matter and dark energy.*

## Los Alamos National Security, LLC

[www.LANL.gov](http://www.LANL.gov)  
[www.LANSLLC.com](http://www.LANSLLC.com)

Los Alamos National Laboratory, an affirmative action/equal opportunity employer, is operated by Los Alamos National Security, LLC, for the National Nuclear Security Administration of the U.S. Department of Energy under contract DE-AC52-06NA25396.

**LOS ALAMOS**  
National Security LLC

LA-UR-10-00300

 Printed on recycled paper  
30% post-consumer waste