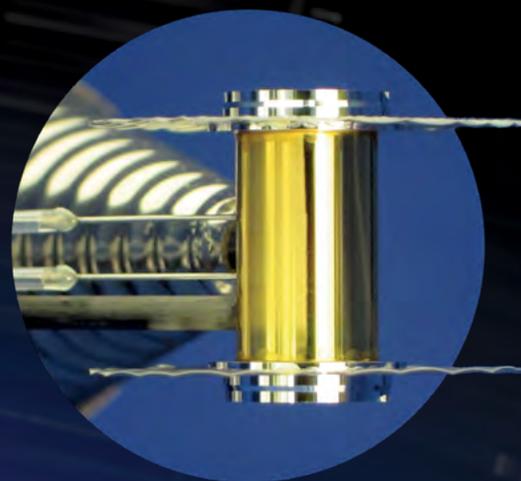
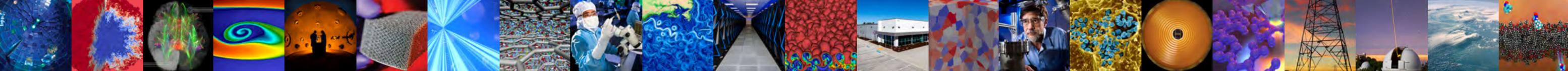


LAWRENCE LIVERMORE NATIONAL LABORATORY

FY 2019 ANNUAL REPORT

SCIENCE AND TECHNOLOGY ON A MISSION





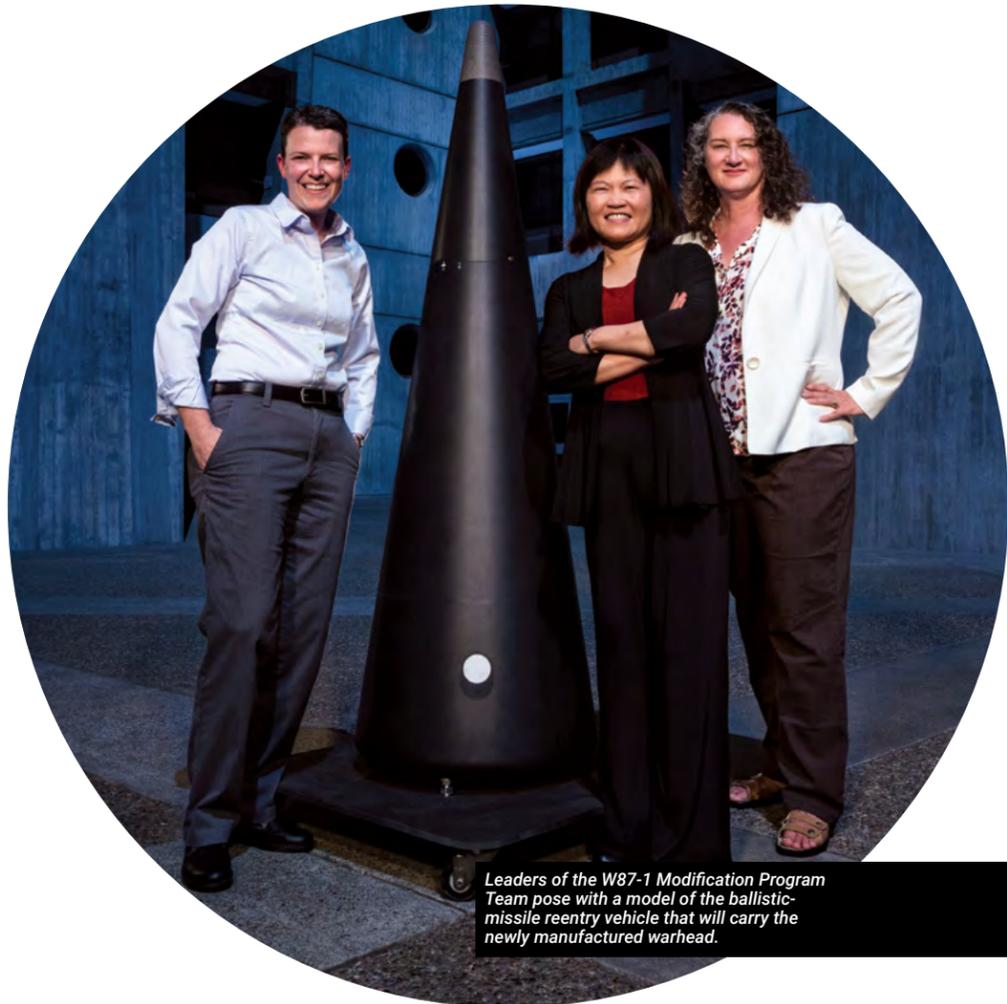
NUCLEAR DETERRENCE

Ensuring the safety, security, and effectiveness of the nuclear stockpile

LLNL's foremost responsibility is to ensure the performance of the nation's nuclear arsenal. The knowledge gained through experiments, theory, and simulations is applied to assess the condition of stockpile weapons and to develop and certify needed modifications with confidence in the absence of additional nuclear tests.

ANNUAL STOCKPILE ASSESSMENT

In FY 2019, LLNL completed Cycle 24 of the annual stockpile assessment. The process included a formal comprehensive peer review by the nuclear design laboratories (Livermore and Los Alamos) of each other's weapons systems. Laboratory scientists continue to improve the predictability of physics and engineering simulation codes that support the annual assessments and certification of weapons. LLNL completed all planned milestones for weapons surveillance activities and performed associated testing and analyses to assess the condition of and sustain the B83, W78, W80, and W87 stockpile systems.



Leaders of the W87-1 Modification Program Team pose with a model of the ballistic-missile reentry vehicle that will carry the newly manufactured warhead.

THE W80-4 AND W87-1 PROGRAMS

LLNL is partnered with Sandia National Laboratories as the design agencies to develop and certify the W80-4 warhead for the bomber-delivered Long-Range Standoff missile. The Laboratory is making excellent progress in the life-extension program (LEP), which transitioned from Phase 6.2A to Phase 3 (engineering development) in February 2019. Efforts are directed toward executing detailed plans, prepared in Phase 6.2A, for all development activities from design and certification to the end of production at the NNSA plants. The project team has finalized most of the major design decisions about the nuclear explosives package (NEP). The plans to refurbish or replace aging

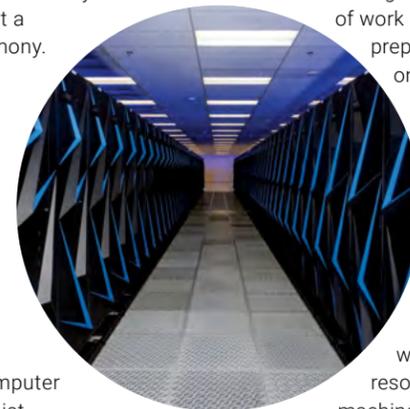
components and materials include use of new manufacturing methods that minimize costs, increase throughput, and reduce the need for environmentally sensitive materials and processes.

In FY 2019, the Laboratory also restarted Phase 6.2 (program feasibility) work on the W87-1 modification program, which will support deployment of the U.S. Air Force's Ground Based Strategic Deterrent by 2030. LLNL is NNSA's design agency for the NEP for a ballistic-missile warhead to replace the aging W87-0. The W87-1 will be the first modern warhead that is 100 percent newly manufactured. The design will have a strong nuclear test-based pedigree. Activities are focused on technology maturation and design options amenable to modern manufacturing methods. The W80-4 and

W87-1 programs require the full array of NNSA's computational, experimental, and manufacturing capabilities to meet all the prototyping, proof-of-concept testing, and certification requirements.

SIERRA SUPERCOMPUTER IN OPERATION

In October 2018, NNSA, LLNL, and industry partners officially unveiled Sierra at a dedication ceremony. The IBM/NVIDIA supercomputer has reached 94.6 petaflops (quadrillion floating-point operations per second) in a benchmark test, placing it as the world's second fastest supercomputer on the TOP500 List. This latest NNSA Advanced Simulation and Computing (ASC) Program machine makes possible higher fidelity, more predictive simulations of weapons



performance, and it provides the ability to run large ensembles of simulations to quantify uncertainties in predictions. After a period of shake-out and testing codes, Sierra became generally available for classified use at the end of April.

Sierra achieves its extreme speed by using NVIDIA graphics processor units together with IBM central processing units in a heterogenous architecture. The years of work by LLNL computer scientists preparing codes to run efficiently on the new architecture paid off. Simulations of high importance for classified work are running more than 10 times faster than with a homogeneous architecture on a per node basis. Sierra is providing vital support to the W80-4 LEP by making routine what had been "heroic" high-resolution, 3D simulations. The machine is proving to be a "game changer" for the NNSA laboratories. The success of Sierra raises expectations even higher for what will be possible with El Capitan (see the box below).



Researchers in the High Explosives Applications Facility

STOCKPILE STEWARDSHIP EXPERIMENTS

In FY 2019, LLNL performed more than two dozen experimental campaigns at remotely located Site 300, including about 20 hydrodynamic experiments fired in the Contained Firing Facility (CFF). Several key shots in CFF supported downselect decisions for the W80-4 LEP and another national security program. Livermore also successfully executed its first subcritical experiment since 2003. Conducted at the Nevada National Security Site in collaboration with Los Alamos and the Atomic Weapons Establishment, the test yielded high-quality data in support of stockpile safety. Many more experimental activities are underway at LLNL's High Explosives Applications Facility and Site 300 to qualify and remanufacture additional insensitive high explosives to be used in the refurbished W80-4 warheads.

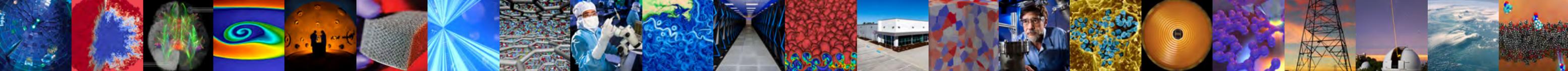
Tests at the Joint Actinide Shock Physics Experimental Research (JASPER) Facility and the National Ignition Facility (see p. 6) provide essential data about plutonium and other materials at extreme conditions. Experiments at JASPER in FY 2019 collected high-precision data about shock-compressed plutonium.



NNSA'S FIRST EXASCALE COMPUTER: EL CAPITAN

In August, DOE, NNSA, and LLNL announced the signing of contracts with Cray Inc., to build El Capitan, NNSA's first exascale supercomputer. El Capitan's expected peak performance is more than 1.5 exaflops (quintillion floating-point operations per second). To be delivered in late 2022, the \$600-million supercomputer will run complex simulations roughly 10 times faster than Sierra and operate with 4 times higher energy efficiency. It will support projects at the three NNSA national laboratories.





NATIONAL IGNITION FACILITY

Supporting stockpile stewardship through a wide range of experiments and pursuit of laser fusion ignition, and operating as a national user facility for high-energy-density science



Engineering technical associates work on the Thomson scattering diagnostic for recording time-resolved spectra.

STOCKPILE STEWARDSHIP HED SCIENCE EXPERIMENTS

National Ignition Facility (NIF) high-energy-density (HED) science experiments in FY 2019 provided crucial support to the W80-4 life-extension program. These tests helped weapons designers evaluate replacement options for aged materials in the W80 warhead that meet high standards for safety, security, and effectiveness. Such experiments will also be vital to the success of the W87-1 modification program (see p. 4). Moreover, HED science experiments at NIF explore

wide-ranging physical phenomena central to stockpile stewardship. Many tests jointly address challenges arising in stockpile modernization, the pursuit of inertial confinement fusion (ICF) ignition, and developing a deeper understanding of physics issues pertinent to stockpile stewardship. The shots provide information about the properties of materials at extreme conditions, radiation hydrodynamics and transport, thermonuclear processes, and material mixing. The data are used to improve and validate 3D simulation models of weapons performance.

Ramp compression is important to several types of HED materials science experiments: equation of state (EOS), x-ray diffraction to study crystalline structure, and material strength. In these experiments, x rays from a laser-heated hohlraum gradually compress a material sample so that it remains relatively cool as it is squeezed to extreme pressure conditions—up to 50 megabars for diamond. Materials now being tested range from diamond and iron (for planetary science) to materials of special interest for stockpile stewardship. In April 2019, researchers conducted the first ramp compression experiment with plutonium-242 (a low-radioactivity isotope).

RAMPING-UP PRESSURE ON MATERIALS

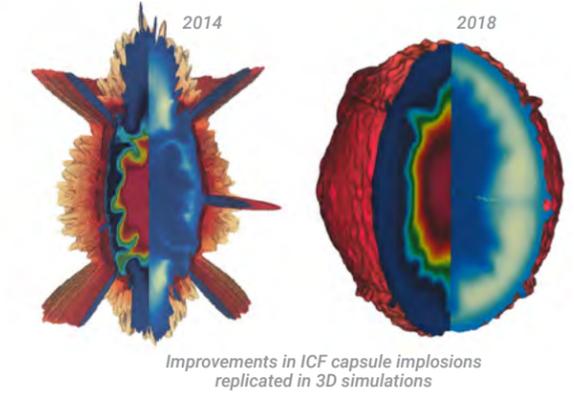
In FY 2019, Laboratory researchers made significant advances in capabilities to perform ramp compression experiments.

For EOS experiments, the principal diagnostic is line-imaging VISAR (Velocity Interferometer System for Any

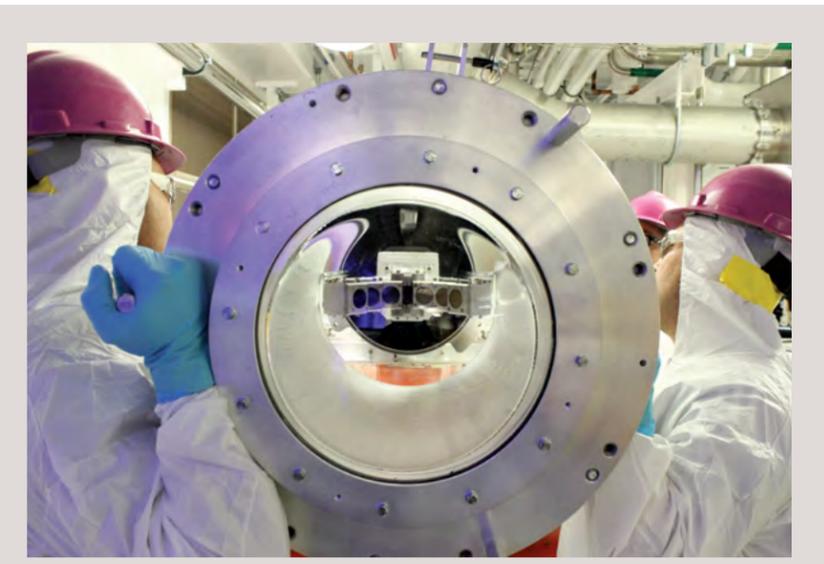
Reflector), invented by Sandia National Laboratories (SNL) in the 1970s and matured at LLNL for NIF. In 2019, a joint LLNL–SNL team successfully commissioned a line-imaging diagnostic at Sandia’s Z Pulsed Power Facility, where high magnetic fields and electrical currents compress targets to HED conditions. Technology transfer of the diagnostic was challenging because of space constraints and the Z machine’s more difficult operating environment.

PROGRESS IN PURSUING FUSION IGNITION

Achieving fusion ignition and energy gain at NIF is a grand scientific challenge. Significant progress is being made through a combination of data from experiments, greatly improved 3D simulations, and machine-learning (ML) techniques. Using the data from many target implosion simulations, an LLNL-developed leading-edge ML tool is able to determine the range of simulation input parameters that reproduce the measured results from any selected past experiment. With this information, scientists have identified principal barriers to achieving ignition and can better gauge uncertainties. Importantly, this new capability to fuse experiments, high-fidelity simulations, and ML helps guide decisions about target design, future experiments to conduct, and upgrades to codes and diagnostics.



Scientists are examining ways to make high-velocity implosions more spherical. To better manage problematic laser–plasma instabilities, researchers



NUCLEAR SURVIVABILITY OF COMPONENTS

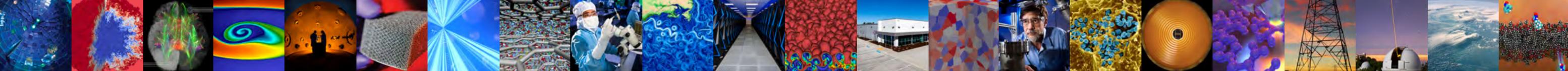
Target area operators remove a diagnostic assembly with six samples after a test. NIF provides a critical capability for testing the survivability of components from nuclear weapons and other military assets that may face real-world nuclear environments. Researchers subject parts, such as electronics, and other materials to intense doses of x rays and neutrons, and in other experiments, they probe material properties at extreme pressures and temperatures.

are combining improvements in the design of the fuel capsule and the surrounding hohlraum, proper pulse shaping and beam energy balance, and to the extent possible, increased NIF laser energy. The NIF team must also reduce hydrodynamic instabilities in the imploding capsule and the mix of materials into the fuel’s central hot spot. To this end, engineers from LLNL and General Atomics developed and tested a fill tube 2 micrometers in diameter. The 10-micrometer-diameter fill tube has been a significant source of hot-spot degradation. Engineers are also exploring ways to produce more uniform capsules to reduce instabilities and jets of materials into the hot spot. As for diagnostic improvements, the advanced radiographic capability (ARC) short-pulse, high-intensity laser obtained the first radiographic images of an imploded fuel and shell. The images confirmed the presence of low-mode asymmetries, which had been inferred from other detectors.

DISCOVERY SCIENCE AT NIF
Discovery Science experiments at NIF provide unique opportunities to answer challenging questions about HED science and advance knowledge in nuclear physics, plasma physics, materials science, and astrophysics. In many cases, experiments have required development of new types of diagnostics that have become very useful for national security applications or have led to significant scientific breakthroughs. In FY 2019, LLNL researchers and collaborators published results of proton-acceleration experiments in the journal *Physics of Plasmas*. Using NIF and ARC, the team produced beams of protons with 10 times more energy than expected—14 to 18 million electronvolts. Such beams can be precisely targeted on materials and provide new ways for studying extreme states of matter, such as that found in stellar and planetary interiors. Proton acceleration has potential for many other applications in HED science and ICF research.



A millimeter-size ramp compression target seen through a cone-shaped shield



ENERGY AND ENVIRONMENT

Using science and technology to improve national energy security, protect the environment, and understand and mitigate climate change

Laboratory researchers apply leading-edge capabilities to develop efficient and environmentally benign energy technologies and to investigate the processes behind climate change.

ENGINEERING THE CARBON ECONOMY

LLNL is pursuing a strategic initiative to capture, sequester, and convert carbon dioxide (CO₂) to useful products and fuels. The work builds on LLNL's development of a novel carbon-capture technology that uses CO₂ sorbents in microcapsules to collect effluent carbon from power plants and smaller facilities. In the case of biogas-generating facilities such as sewage digesters, a mixture



A scientist collects core samples to determine carbon content.



A Livermore materials scientist checks the performance of a methane flow-through device for a 3D-printed reactor containing genetically modified microbes.

of CO₂ and methane is produced. By removing CO₂ with microcapsules, the resulting pure methane (natural gas) can be used as a renewable fuel or to make specialty chemicals.

Laboratory scientists are developing modular electrochemical reactors that use electricity to efficiently convert CO₂ to valuable chemicals. Guided by computer models that span atomic to macro scales, the researchers are optimizing the catalytic process through control of the local reaction environment and by designing 3D microstructures of metal catalysts and other materials.

Another LLNL research team is working on more efficient ways to convert methane into useful products. The team is using metanotrophs—genetically

modified microbes that convert methane to organic acids—to “print” bacterial microbes in the polymer walls of 3D-printed chemical reactors. Other Laboratory researchers are exploring approaches for returning carbon to soil in long-lived forms to reduce atmospheric CO₂ and make farmland more productive.

NEW INSIGHTS INTO CLIMATE CHANGE

In March 2019, climate scientists at LLNL announced the release of new data sets for the international community to analyze and enhance understanding of climate change. These new data sets, based on next-generation simulations performed at Livermore and other climate research centers, significantly contribute

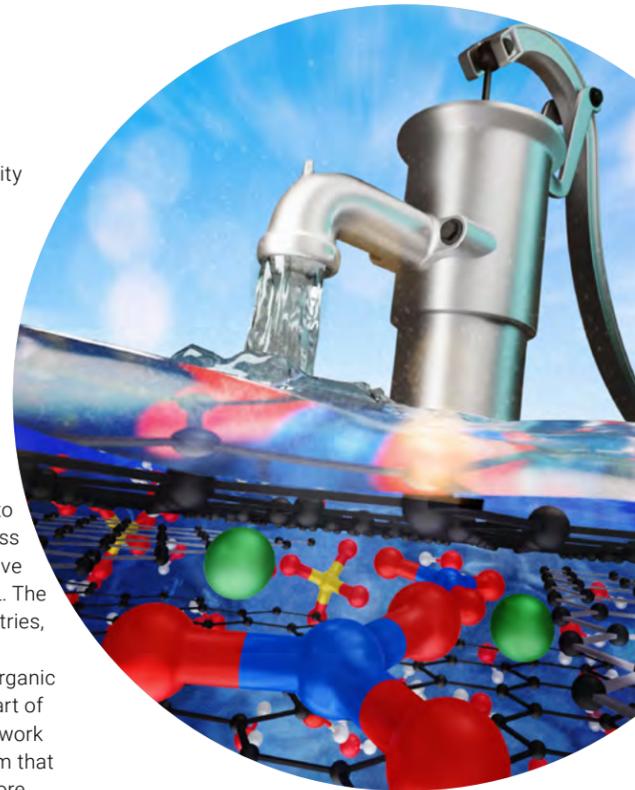
to the Coupled Model Intercomparison Project, now in its 6th phase (CMIP6). The project's goal is to define standard simulations that can be compared to gain new insights into climate change. LLNL researchers have helped lead CMIP activity since the effort's inception 20 years ago, providing day-to-day coordination, developing software, and helping to set requirements. Livermore also provides leadership for DOE's development of the E3SM next-generation Earth system model, which was used for some of the CMIP6 core simulations.

This year, Livermore researchers and collaborators published work to refine an evaluation technique (called emergent constraints, or ECs) that is used to bound uncertainties in climate predictions. ECs arise from general agreement in a prediction (e.g., seasonal cycles in temperature) across an ensemble of climate models—but the prediction may be valid or an artefact of the simulations. The authors describe methods to substantiate validity (e.g., identification of a plausible mechanism) and improve predictions through effective

use of confirmed ECs together with the increasing amounts of high-quality observation data being gathered.

PARTNERSHIPS TO ENHANCE U.S. INDUSTRY

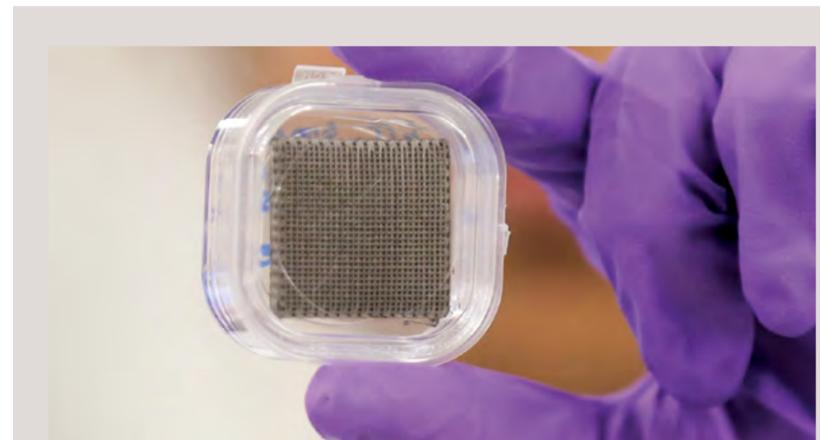
In FY 2019, DOE's Advanced Manufacturing Office announced the 8th round of new awards in its High-Performance Computing (HPC) for Manufacturing program (now part of the larger HPC for Energy Innovation program). Laboratory researchers are working on a project to optimize operating conditions in a glass manufacturing process using radiative transport methods developed at LLNL. The Laboratory is also helping PPG Industries, Inc., by using molecular dynamics calculations to determine if certain organic molecules can inhibit corrosion as part of the HPC for Materials program. This work will be applied to training an algorithm that predicts corrosion. Lawrence Livermore, in partnership with Lawrence Berkeley and Oak Ridge national laboratories, has led these industry-outreach programs for DOE since their inception in 2015.



Using capacitive deionization, nitrate is adsorbed into carbon slit pores (black) less than 1 nanometer in size.

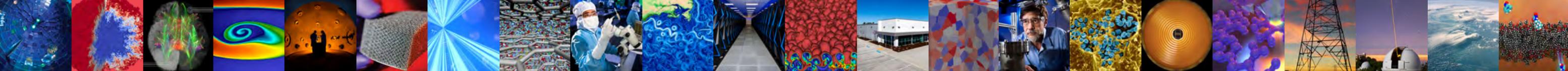
FRESHENING UP CONTAMINATED WATER

Researchers from LLNL and Stanford University have developed a technology that can remove nitrate from water selectively, preserving beneficial minerals and dramatically reducing the cost of treatment compared with other purification methods. The contamination of water resources with nitrate is a growing significant problem. In agricultural regions, many wells exceed the Environmental Protection Agency's limit for nitrate in drinking water due to runoff of fertilizer. The research team focused on capacitive deionization (CDI), a water treatment technology that can be used to remove salt from brackish water. CDI electrodes—made from ultramicroporous carbon with less than 1-nanometer-size pores—are perfect for removing nitrate molecules in fertilizer. The team conducted tests on runoff containing chloride, sulfate, and nitrate and demonstrated selective adsorption of nitrates. They also performed high-fidelity molecular dynamics simulations to confirm the experimental results and better understand the mechanisms involved.



A RECORD-BREAKING SUPERCAPACITOR

Researchers from LLNL and the University of California at Santa Cruz have created 3D-printed electrodes for supercapacitors capable of achieving record-breaking performance. The porous graphene aerogel structures support ultrahigh levels of manganese oxide for chemical storage of electric charge. The resultant supercapacitor has the highest recorded electric charge stored per unit area recorded to date. The breakthrough opens avenues to using supercapacitors as ultrafast-charging power sources for devices such as cell phones, laptops, and other small electronics.



SCIENCE AND TECHNOLOGY

CUTTING-EDGE SUPERCOMPUTING

Seven of the world's top 100 computer systems (according to the TOP500 List) are located at LLNL. They are applied by researchers to address the Laboratory's challenging missions and advance S&T. Ranked No. 2 and No. 10, Sierra and its quarter-size unclassified companion, Lassen, are setting the path toward exascale computing (see p. 5). Their hybrid architecture features significant reliance on graphics processing units, which demands major changes to system-supporting software (see the R&D100 awards on p. 15) and simulation codes. One example is LLNL researchers' performance optimization of *Cardioid*, a code that simulates the electrophysiology of more than 400 million cells in a beating human heart. *Cardioid* is being readied for virtual drug screening and clinical applications. In 2019, Livermore also accepted delivery of *Corona*, a new HPC cluster that will provide unique capabilities for the Laboratory and industry partners to explore data science, ML, and big data analytics. Laboratory researchers are scaling ML algorithms for use on its HPC systems. They are applying ML to scientific analysis problems with large data sets such as detecting illicit nuclear proliferation activities by analyzing Internet data as well as big data problems in inertial confinement fusion and protein biology.

LLNL is also home to two quantum computing system testbeds—one for quick tests and prototyping of components and the other for mature experiments. Researchers are bringing expertise in HPC, engineering, materials science, and cryogenic and quantum physics to the development of innovative system architectures and components. These research and development efforts span qubit design, quantum-processor-unit configuration, quantum chip circuitry, and quantum materials science.



Livermore's Biomedical Foundry includes a clean room that is recognized nationally as a unique thin-film neural interface facility. Here researchers fabricate components for the Livermore Flexible Probes.

NEUROTECHNOLOGIES MONITOR THE BRAIN

In an event held at the Laboratory in August 2019, U.S. Secretary of Energy Rick Perry and Sandy Weill, founder of the Weill Family Foundation, signed a memorandum of understanding that formally initiated a public-private partnership for advancing artificial intelligence (AI) to diagnose and treat neurological disorders. The previous November, LLNL's leadership in neurotechnology was featured at the Defense Advanced Research Projects Agency (DARPA) 60th Anniversary Symposium. The Laboratory's flexible, high-density implantable multielectrode arrays are central to the DARPA Systems-Based Neurotechnology for Emerging Therapies (SUBNETS) program. The research aims to develop novel neural interface technologies for treating neuropsychiatric conditions such as

anxiety, depression, post-traumatic stress disorder, and chronic pain.

Researchers from Livermore and UC San Francisco are using the implantable arrays to collect real-time data across multiple areas of the brain. The new platform is capable of continuously measuring the activity of nearly 400 single neurons over a period of at least five months from devices distributed in multiple regions of rodent brains. The team is working toward technologies for high-fidelity, long-term monitoring to study patterns of learning and how memory changes over time. LLNL researchers and collaborators have also combined clinical data with HPC simulations to make breakthrough advances in understanding traumatic brain injury. In June 2019, officials from the National Football League visited Livermore to learn about the work.

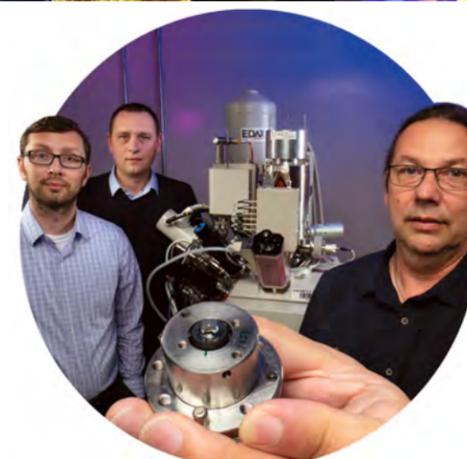
DIAMOND ANVIL CELLS REVEAL MATTER'S BEHAVIOR

Livermore's interest in materials at high-energy-density (HED) conditions ranges from static properties found in the core of giant planets to the phase changes that occur under dynamic conditions. To study static properties, researchers use diamond anvil cells (DACs), small mechanical presses, to slowly squeeze materials to ultrahigh pressures. These experiments have been limited to pressures of about 300 gigapascals (GPa), somewhat less than the pressure at the center of the Earth. LLNL's new toroidal DAC has successfully compressed seven different metals beyond 400 GPa and can squeeze materials to pressures approaching the conditions at the cores of giant icy planets.

In addition, scientists from LLNL and several European institutions developed a next-generation dynamic diamond anvil cell (dDAC) that is more than a thousand times faster than current capabilities. Installed at the Deutsches Elektronen-Synchrotron, the dDAC can be used to simulate fast dynamic processes such as earthquakes and asteroid impacts. In other HED experiments, conducted at Argonne National Laboratory's Advanced Photon Source, LLNL researchers and collaborators used laser shock compression to discover a new structure in gold that exists at two-thirds the pressure found at the center of the Earth.

ANTINEUTRINO DETECTION WITH PROSPECT

LLNL and collaborating institutions brought into operation the Precision Reactor Oscillation and Spectrum Experiment (PROSPECT), an antineutrino detector sited near a nuclear reactor to probe the possible existence of a new form of matter—sterile neutrinos. The great technical achievement of PROSPECT was developing detection technology that could preferentially select the extremely rare antineutrino interactions of interest with high efficiency, while simultaneously identifying and rejecting vastly more frequent background neutron interactions stemming from the nuclear reactor, which is the antineutrino source.



LLNL researchers show a DAC with a toroidal anvil, developed to be used in high-pressure experiments.

EXPANDING INDUSTRIAL PARTNERSHIPS

LLNL is benefiting the U.S. economy with innovative technologies and processes. In FY 2019, LLNL obtained 141 new patents, asserted 40 new copyrights, and licensed 14 new technologies. Licensing income for the year totaled approximately \$5.6 million. LLNL had a highly successful year competing for DOE Technology Commercialization Fund grants. Altogether, Laboratory researchers will receive more than \$6.2 million, which includes about

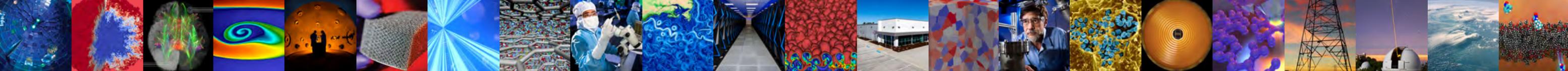
\$3.6 million in matching funds from industrial partners. The winners were: additively manufactured high-performance magnets; sorbents to remove carbon dioxide from mixed streams of gases; commercialized feedstocks for 3D printing energy products; instrumentation for realistic training of radiological response teams; and advanced technologies for subsurface imaging.

Livermore researchers captured four R&D 100 awards in 2019. This year's winners include: SPACK, a software-package management tool for HPC applications; IMPEDE[®], a medical device that reduces blood flow to reduce health risks; SCR, a software package for HPC simulations to take advantage of hierarchical data storage systems; and the MC-15 Neutron Multiplicity Detector for quickly identifying and assessing nuclear threats. In addition, the Applied Biosystems™ Axiom™ Microbiome Array (ABAMA), based on LLNL technology, is the most comprehensive microorganism detection platform built to date and won an Excellence in Technology Transfer Award from the Federal Laboratory Consortium.



WORLD'S LARGEST OPTICAL LENS SHIPPED

When the Large Synoptic Survey Telescope (LSST) starts imaging the southern sky in 2023, it will take photographs using optical assemblies designed by Livermore researchers and built by Laboratory industrial partners. A key feature of the camera's optical assemblies is its three lenses. One is 1.57 meters (5.1 feet) in diameter—the world's largest high-performance optical lens (shown). LSST will take digital images of the entire visible southern sky twice each week, revealing unprecedented details of the universe and helping unravel some of its greatest mysteries.



MANAGING FOR THE FUTURE

Positioning the Laboratory for continuing excellence in science and technology directed at important national missions

FY 2019 was a year focused on engaging with stakeholders and sponsors, providing technical leadership in key mission areas, and building for future successes.

STRATEGIC ENGAGEMENTS AND LEADERSHIP

In August 2019, DOE Under Secretary for Nuclear Security and NNSA administrator Lisa Gordon-Hagerty came to Livermore, along with other distinguished guests, to attend a series of events celebrating past accomplishments and NNSA's high-performance computing (HPC) future. The under secretary also accompanied U.S. Secretary of Energy Rick Perry in a subsequent visit to launch a public-private partnership for applying DOE's HPC resources and machine-learning capabilities to fight neurological disorders (see p. 14). These and many other engagements by Laboratory programmatic and technical leaders with key stakeholders



LLNL Director William Goldstein, NNSA Administrator Lisa Gordon-Hagerty, and NNSA Livermore Field Office Manager Peter Rodrik pose for a picture at the NIF 10th anniversary celebration.

are vital to understanding stakeholders' needs, sharing LLNL expertise, and helping to shape the evolving strategic landscape.

LLNL is providing the nation with technical leadership in many facets of its national security mission. Livermore is engaged in two nuclear warhead modernization programs and is leading a multilaboratory effort to improve early detection of nuclear proliferation activities. With the W87-1 modification program, Livermore is helping to bring modern manufacturing processes into the NNSA nuclear enterprise, and the Laboratory is at the forefront of NNSA's efforts to modernize infrastructure life-cycle management. Other examples of programmatic and technical leadership, such as in HPC, are described elsewhere in this annual report.

NEW FACILITIES AND MODERNIZATION INFRASTRUCTURE

In early FY 2019, doors opened for research collaborations at LLNL's 14,000-square-foot Advanced Manufacturing Laboratory, sited at the Livermore Valley Open Campus. The new \$10-million facility houses leading-edge additive-manufacturing machines and equipment. LLNL scientists and engineers are welcoming academic and industrial partners for innovative collaborations at this one-of-a-kind facility. Groundbreaking also occurred this year for the Applied Materials and Engineering (AME) campus, which entails upgrades to several existing facilities and construction of two new laboratories and an office building (see p. 16–17).

The Laboratory is engaged in the formal design and ready to begin work on the Exascale Computing Facility Modernization (ECFM) project. ECFM serves to meet LLNL infrastructure demands over the next decade for two future exascale computer systems. The first, El Capitan, will arrive as early as 2023 (see p. 5). The extensive ECFM project will involve upgrading Building 453, where El Capitan will be housed, and constructing infrastructure to provide necessary additional power and cooling. El Capitan will provide critically needed computing power for the W80-4 life-extension and W87-1 modification programs. LLNL is also working in partnership with NNSA to begin construction of a new Emergency Operations Center (EOC) at the Laboratory. The EOC project is at the forefront of an NNSA pilot program to deliver more cost-effective approaches to projects in the \$20 to \$50-million total cost range.

At the new Advanced Manufacturing Laboratory, equipment was moved into the large work areas to prepare for collaborations with industry and academia.

A CHANGING WORKFORCE

An outstanding workforce is Livermore's principal strength. Recruiting, training, and retaining exceptional talent is a top priority at LLNL to sustain excellence at a time of rapid change in our workforce. Many senior staff members have been retiring, and 41 percent of the core staff have been hired within the last five years. Staff members bring impactful new ideas to their jobs, work with integrity and zeal, and thrive in an inclusive work environment. In 2019, Glassdoor recognized LLNL as one of the top 10 best places to work nationwide. Its Employees' Choice Award program is based on employees' input about their jobs and work environments.

To understand and better respond to LLNL's changing workforce, the Laboratory commissioned the 2019 Employee Culture and Climate Survey and more than 50 percent of the employees participated. Laboratory Director William Goldstein reported that results were "encouraging" but also pointed to a need for improvements. The gathered data was shared with employees and continues to be analyzed. The senior management

team is committed to promoting positive cultural and behavioral change at the Laboratory. Actions are underway to foster workplace improvements at Livermore and further contribute to future success.



WELCOME, LINDA BAUER!

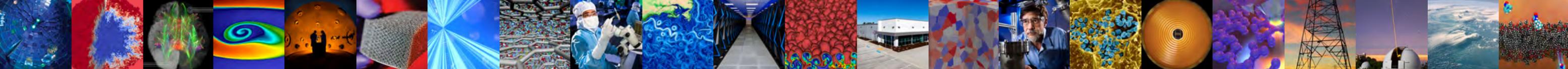
In November 2019, Dr. Linda R. Bauer was welcomed to Livermore as LLNL deputy director and vice president of LLNS. As deputy director, Bauer participates in the day-to-day management of the Laboratory—acting as director in William Goldstein's absence; providing executive-level guidance and direction within the senior management team; and interfacing with the NNSA Livermore Field Office, the LLNS Board of Governors, and many of LLNL's partners. She brings to Livermore a wealth of career experience managing operations at other facilities and sites within the NNSA nuclear weapons complex.

LLNS BOARD OF GOVERNORS ACTIVITIES

The LLNS Board of Governors and its committees provide oversight to the Laboratory and delve into issues crucial to mission and mission-support activities. External review committees (ERCs), panels of independent experts including Board members, periodically met in FY 2019 to critically assess the quality of LLNL's technical workforce and the effectiveness of research efforts in meeting mission goals and future national needs. Their reports, which provided DOE/NNSA with an independent validation of work quality, consistently affirmed the mission relevance and high impact of Laboratory research. The Board chartered functional management reviews (FMRs) on an as-needed basis. Five FMRs were completed in FY 2019 in topical areas ranging from welding to work planning and control. Recommendations provided by Board committees, ERCs, and FMRs have led to substantive responsive actions.



The signatories display an agreement for a partnership to fight neurological disorders.



LAWRENCE LIVERMORE NATIONAL SECURITY, LLC

Overseeing management and operation of the Laboratory for the U.S. Department of Energy and the National Nuclear Security Administration

LLNS is a limited liability company managed by Bechtel National, Inc.; the University of California; BWXT Government Group, Inc.; and AECOM Energy & Construction, Inc. Battelle Memorial Institute also participates in LLNS as a teaming subcontractor. Cutting-edge science is enhanced through the expertise of the University of California and its 10 campuses and LLNS' affiliation with the Texas A&M University system.



LLNS Community Gift Program ceremony

EXECUTIVE COMMITTEE

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Board Chair
 Regent, University of California; Former California State Assembly Member representing the 75th Assembly District; Former Director of the California Department of Consumer Affairs; Former Chief Executive Officer of Donate Life California; Former Interim CEO for the San Diego/Imperial Counties Region of the American Red Cross, now serving as Vice-Chair of the American Red Cross Board of Directors

BARBARA RUSINKO
Board Vice Chair
 President of Bechtel Nuclear, Security & Environmental, Inc.

PEGGY MCCULLOUGH
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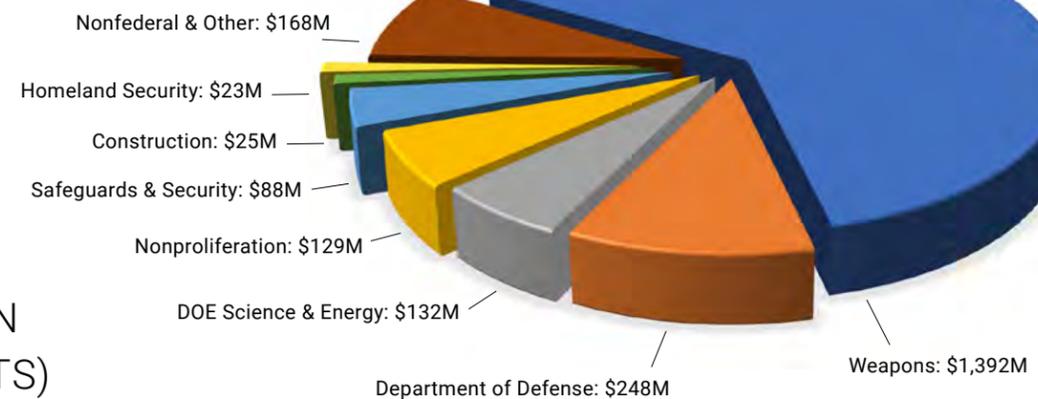
AMBASSADOR LINTON BROOKS HONORED WITH FOSTER MEDAL

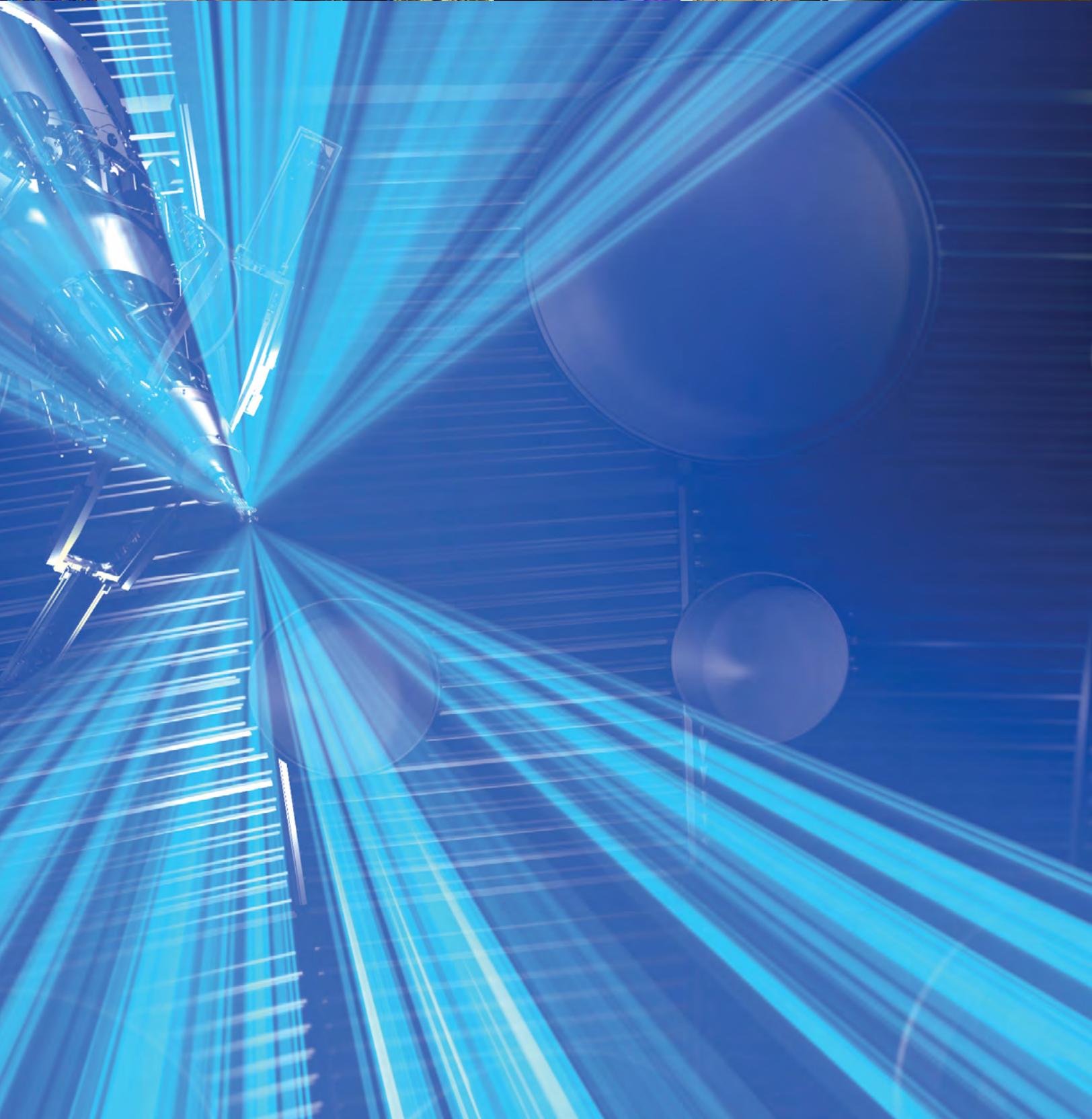
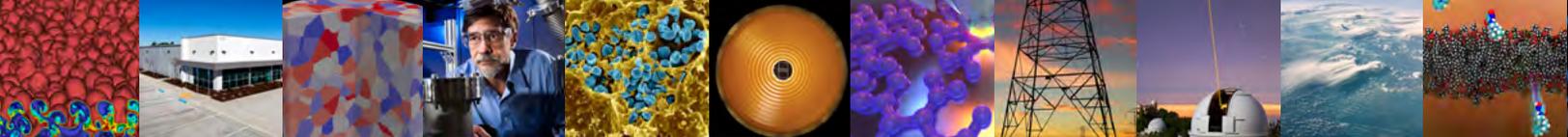
National security leaders past and present paid tribute to Ambassador Linton Brooks as he was presented the John S. Foster Jr. Medal in November 2019. Brooks was recognized for his exceptional leadership in advancing U.S. national security as a strategic thinker and ambassador for arms control, a visionary administrator of the National Nuclear Security Administration, and a dedicated nuclear submarine officer. He is the 5th recipient of the Foster Medal, which is administered by LLNS and honors exceptional service in support of U.S. nuclear security.

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LLNL FY 2019 PORTFOLIO: \$2.206 BILLION (ACTUAL COSTS)





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