



Department of Energy  
National Nuclear Security Administration  
Washington, DC 20585



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MEMORANDUM FOR DISTRIBUTION

FROM: DAVID E. BECK  
DEPUTY ADMINISTRATOR FOR DEFENSE PROGRAMS

Subject: Transformation Objectives framework for enterprise modernization

As we navigate an increasingly complex strategic environment marked by renewed great-power competition, the importance of maintaining a credible, resilient, and responsive nuclear deterrent has never been greater. Our collective mission—to ensure the enduring effectiveness of the U.S. nuclear enterprise—requires sustained focus, shared commitment, and close collaboration across NNSA and its Management and Operating (M&O) partners. This imperative is not merely a matter of policy but a cornerstone of our national security, ensuring a deterrent that remains unmatched in its agility and resilience.

Attached for your review is a framework entitled, “Responsive Today, Dominant Tomorrow: Enhancing American Nuclear Dominance.” This document outlines a set of major Transformation Objectives that Defense Programs believes are achievable by the end of calendar year 2028. The framework is intended to provide a clear, unifying direction across workforce development, weapons delivery, infrastructure modernization, scientific advancement, and enterprise-wide transformation.

Importantly, this framework is not intended to be exhaustive. Rather, it is a starting point—a compilation of high-impact objectives that we believe warrant shared focus and deliberate action. Achieving these outcomes will depend on continued partnership, candid dialogue, and coordinated planning among the Federal leadership and our M&O teams.

As an initial step toward achieving these objectives, I request that labs, plants, and sites (LPS) provide implementation plans for each of these objectives. These implementation plans should include detailed sub-objectives, tasks, and milestones that will support accomplishment of each objective. In the attached matrix, we have assigned a lead LPS (or Headquarters) to coordinate inputs for these plans, as well as a Federal senior leader who will be the champion for each objective. Please work to develop integrated plans that will be used to track progress, assign accountability, and identify resourcing needs. **Submission of the implementation plans, aligned to each Transformation Objective, is requested by March 7, 2026 to the Federal leads.**

Thank you for your continued leadership and collaboration in advancing this critical mission. We look forward to your feedback as well as to the hard work ahead.



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**Responsive Today, Dominant Tomorrow: Enhancing American Nuclear Dominance**  
Office of Defense Programs | January 2026

Strategic deterrence is as critical to U.S. national security today as it has been at any point in history. Our adversaries are advancing their capabilities in key nuclear domains, eroding traditional sources of the United States' strategic advantage. To ensure the continued supremacy of America's deterrence posture, we must urgently accelerate the modernization of the nuclear weapons stockpile and the revitalization of its associated facilities and infrastructure. Our overarching imperative is to forge a nuclear security enterprise with the agility and resilience to prevail in an era of renewed great power competition. Only such an enterprise will be able to field a more diverse, flexible, and effective deterrent on a timeline that influences our adversaries' calculus surrounding the use of force against the United States and its allies.

This framework establishes clear Transformation Objectives that the Federal and Management and Operating (M&O) partner workforce will endeavor to achieve by the end of calendar year 2028. Pursuant to these goals, acceleration will demand fundamental changes to our institutional culture, technical programs, management processes, business practices, fiscal discipline, and systems of accountability.

For each Transformation Objective, clear and measurable deliverables shall be defined and completed in fixed three-month execution cycles, beginning April 1, 2026. This cadence establishes 11 execution periods spanning April 1, 2026, through December 31, 2028. These Transformation Objectives will be reviewed and updated, as needed.

**Cultivating Enterprise Talent**

**Objective Statement:** Create an institutional culture that rewards principled risk-management; uncompromising accountability; continuous mentorship; immersive onboarding; and state-of-the-art training and credentialing. Establish NNSA and its laboratories, plants, and sites as highly desirable employers for America's top scientific and technical talent. Cultivate an enterprise-wide talent system that delivers sufficient, high-quality mission-critical workforce capacity to execute the nuclear deterrence mission at speed, while measurably improving productivity, accountability, and workforce sustainability.

**Success Criteria:** Mission-critical positions are staffed above Program of Record demand; time-to-productivity for new hires is materially reduced; support workforce overhead is lowered through digital and AI enablement; and Office of Secure Transportation (OST) staffing levels meet mission and schedule requirements.

**Required Outcomes**

- Grow the enterprise's mission-critical workforce (scientists, engineers, technicians, and program managers) to a level at least 10% above Program of Record demand by the end

of CY 2028, while reducing support and indirect staffing through the sustained application of AI tools and digital automation.

- Increase the number of OST Federal Agents by at least 15%, with sufficient training pipeline throughput to sustain readiness and deployment requirements.

## Delivering Modernized Weapons for Adversary Deterrence

**Objective Statement:** Execute the Program of Record, delivering modernized nuclear weapons to meet Department of War (DoW) requirements ahead of NNSA's current plans, and advance novel nuclear capabilities and other special activities for the future stockpile. Establish the technical and production foundation for future stockpile adaptability and deterrence credibility.

**Success Criteria:** Designs are qualified, production and modification activities are executing ahead of baseline schedules, flight and system tests are completed as required, and at least two novel nuclear capabilities are demonstrated at a level sufficient to influence adversary decision-making.

### Required Outcomes

#### Program of Record

- Deliver the W80-4 warhead for the Long-Range Standoff (LRSO) missile ahead of DoW required need dates, with certified production readiness.
- Accelerate development and delivery of the Nuclear-armed Sea-launched Cruise Missile (SLCM-N) warhead relative to the required schedule.
- Complete production of the B61-13 gravity bomb ahead of the required schedule.
- Begin Mk4B retrofit production for the W76-1 and W76-2 warheads, achieving sustained production throughput consistent with deterrence requirements.
- Complete required initial flight tests of the W93 and W87-1 warheads, achieving test objectives and readiness to proceed to subsequent development phases.

#### Future Stockpile and Supporting Capabilities

- Demonstrate next-generation Hard and Deeply Buried Target (HDBT) defeat capabilities under mission-relevant conditions.
- Demonstrate and transition to Stockpile Management at least two novel Rapid Capability nuclear weapon systems, achieving operationally relevant performance thresholds.
- Conduct secure transportation of nuclear assets using the Mobile Guardian Transporter, demonstrating readiness for sustained operational use.

**Objective Statement:** Restore disciplined, reliable, and scalable production capacity across the nuclear weapons enterprise, enabling sustained delivery of plutonium pits, strategic materials, high explosives, and non-nuclear components at rates required to support the stockpile and future deterrence needs.

**Near Term:** Evaluate all ongoing major production and infrastructure projects by May 1, 2026, to confirm accountable leadership, validate execution strategy, optimize funding profiles, remove needless regulatory constraints, and enable timely, risk-informed decisions.

**Success Criteria:** Production facilities are operational at required capacity; major capital projects are executing to credible baselines; manufacturing throughput and yield meet or exceed mission demand; and enterprise production risk is materially reduced through standardization, adoption of commercial practices, and accountability.

## Required Outcomes

### Pit Production

- Complete near-term modifications at Los Alamos National Laboratory's Plutonium Facility 4 (PF-4) to enable production of 100 pits and achieve a sustained production rate of at least 60 pits per year and begin production.
  - Pits are to be qualified by being produced using qualified processes, equipment, and staff rather than each pit being independently evaluated and qualified.
- Position the Savannah River Site (SRS) to facilitate expanded pit production at PF-4 until Savannah River Plutonium Processing Facility (SRPPF) achieves full operations.
- Implement Plutonium Matrix Execution Team initiatives to increase operational time, production yield, and availability of PF-4 personnel in keeping with program milestones.
- Qualify a design-for-manufacturing (DfM) pit and/or another pit type.

### Required Outcomes-Strategic Materials

- Demonstrate War Reserve uranium casting production at Y-12's Uranium Processing Facility, with validated ability to scale output in response to mission demand.
  - Castings are to be qualified by being produced using qualified processes, equipment and staff rather than each casting being independently evaluated and qualified.
- Build and operate the first module of the Lithium Processing Facility and the Agile Radiation Case Campus using commercial standards, schedules, and cost benchmarks.
- Begin construction of the Tritium Finishing Facility (TFF) at SRS in accordance with an approved baseline.
- Demonstrate innovative approaches to electro-refining plutonium at SRS.
- Begin production of Domestic Uranium Enrichment Centrifuge Experiment (DUECE) centrifuges in accordance with program milestones.

## High Explosives and Non-Nuclear Components

- Complete construction of Indian Head's Insensitive High Explosive (IHE) synthesis facility and begin TATB synthesis process commissioning by 1st QTR, FY28 to support the B61-12/13, W80-4, and W87-1.
- Begin construction of the Material Staging Capability (MSC) at Pantex.
- Complete at least 50% of construction of the High Explosive Synthesis, Formulation, and Production (HESFP) facility at Pantex to support future weapon systems, applying commercial construction standards where appropriate.
- Qualify LX-22 IHE for production use.
- Demonstrate repeatable formulation of PBX 9502 with newly synthesized TATB.

## Advancing Deterrence Science

**Objective Statement:** Establish unprecedented, defensible confidence in the performance, safety, and reliability of the current and future stockpile through the disciplined application of advanced science, engineering, modeling, experimentation, and digital technologies.

**Success Criteria:** Stockpile decisions are supported by validated scientific evidence; aging and performance uncertainties are materially reduced; advanced modeling and simulation capabilities are routinely used in certification and design decisions; and design timelines are measurably shortened without compromising safety or confidence.

### Required Outcomes

#### Stockpile Confidence & Aging Science

- Execute the President's directive with respect to the testing of the U.S. nuclear deterrent.

#### Advanced Modeling, Simulation, and AI

- Develop, implement, and operationally apply advanced modeling, simulation, and generative and agentic AI capabilities to reduce end-to-end nuclear weapon design timelines by at least 30%, while maintaining the required safety, security, and certification rigor.

## Achieving Enterprise-wide Transformation

**Objective Statement:** Operate the nuclear weapons enterprise as a fully integrated Federal-M&O system with shared accountability, digital connectivity, commercial-speed execution for non-nuclear work, and measurable reductions in cost, schedule, and operational risk.

**Success Criteria:** Enterprise operations are digitally connected and data-driven; non-nuclear work is routinely executed at commercial cost and schedule benchmarks; indirect costs are materially reduced; AI-enabled decision support is institutionalized; and accountability mechanisms drive sustained performance improvement across all sites. An enterprise-wide cultural assessment mechanism has been established and institutionalized to measure,

track, and improve behaviors related to accountability, principled risk-taking, decision-making speed, cross-organizational collaboration, and mission ownership.

## **Required Outcomes**

### **Enterprise Integration & Accountability**

- Transition non-nuclear work to commercial standards and fixed-price contracting wherever possible.
- Digitally connect the laboratories, plants, and sites with secure classified connectivity, enabling enterprise-wide access to data, high-performance computing, and AI tools.
- Deploy classified, full operations process digital twins for three major complex facilities, using AI to improve planning, throughput, and risk management.
- Measure culture, using resulting data to drive corrective actions, and demonstrate sustained improvement in behaviors that directly enable mission execution. Assessment includes: accountability and consequence management; willingness to raise and resolve risk; decision-making speed and clarity; Federal-M&O trust and collaboration; empowerment to act within role authority; and job satisfaction.

### **Cost Structure & Productivity**

- Reduce indirect costs at each site by at least 20% using AI enablement, process simplification, regulatory reform, and workforce retraining to perform direct mission work.

### **R&D Focus & Production Enablement**

- Maximize laboratory, plant, and site-directed research & development (LDRD, PDRD, and SDRD) investments and provide process development guidance to focus and support weapons production, sustainment, and certification.
- Develop rapid prototyping capabilities at each site aligned to that site's respective mission assignments to accelerate design validation and production readiness.

### **Enterprise Modeling & Forecasting**

- Develop phased enterprise modeling capabilities to enable forecasting of warhead production and enterprise capacity across all future scenarios, with Phase 1 operational in FY26 and full capability achieved by FY28.

### **Commercial Practices & Contracting**

- Institutionalize modular, reusable weapon designs and risk-informed certification processes to reduce future stockpile modification timelines from decades to years.
- Identify and prioritize facilities suitable for commercial construction, completing at least three, and beginning construction on at least five facilities using commercial standards.
- Develop rapid prototyping capabilities at each site aligned to mission assignments to accelerate design validation and production readiness.
- Modify at least one prime contract to remove barriers preventing NNSA non-nuclear work to be executed at commercial schedules, standards, and costs.

**DRAFT DP Transformation Objectives**

		Lead PADA/ADA	Lead Site	ACTIVITIES / STATUS
<b>Cultivating Enterprise Talent</b>				
	1	Grow the enterprise's mission-critical workforce (scientists, engineers, technicians, and program managers) to a level at least 10% above Program of Record demand by the end of CY 2028, while reducing support and indirect staffing through the sustained application of AI tools and digital automation.	NA-18 Kent Jones	HQ-DC Develop staffing baseline based on current POR
	2	Increase the number of Office of Secure Transportation (OST) Federal Agents by at least 15%, with sufficient training pipeline throughput to sustain readiness and deployment requirements.	NA-15 Vince Fisher	HQ-ABQ Develop current FA baseline
<b>Delivering Modernized Weapons for Adversary Deterrence</b>				
<b>Program of Record</b>				
	3	Deliver the W80-4 warhead for the Long-Range Standoff (LRSO) missile ahead of DoW required need dates, with certified production readiness.	NA-12 John Evans	LLNL/SNL Establish DoW need dates
	4	Accelerate development and delivery of the Nuclear-armed Sea-launched Cruise Missile (SLCM-N) warhead relative to the required schedule.	NA-12 John Evans	LLNL/SNL Document baseline schedule as of February 2026
	5	Complete production of the B61-13 gravity bomb ahead of the required schedule.	NA-12 John Evans	PX Document baseline schedule (as of date)
	6	Begin Mk4B retrofit production for the W76-1 and W76-2 warheads, achieving sustained production throughput consistent with deterrence requirements.	NA-12 John Evans	PX/SNL/ KCNSC Develop schedule for Mk4B retrofit
	7	Complete required initial flight tests of the W93 and W87-1 warheads, achieving test objectives and readiness to proceed to subsequent development phases.	NA-12 John Evans	HQ-DC Document flight test schedule
<b>Future Stockpile and Supporting Capabilities</b>				
	8	Demonstrate next-generation Hard and Deeply Buried Target (HDBT) defeat capabilities under mission-relevant conditions.	NA-12 John Evans/NA-11 David LaGraffe	LANL/SNL Develop HDBT demonstration deterministic schedule
	9	Demonstrate and transition to Stockpile Management at least two novel Rapid Capability nuclear weapon systems, achieving operationally relevant performance thresholds.	NA-11 David LaGraffe	SNL Develop RCT schedules; define performance thresholds
	10	Conduct secure transportation of nuclear assets using the Mobile Guardian Transporter, demonstrating readiness for sustained operational use.	NA-15 Vince Fisher	SNL Develop baseline MGT Schedule to meet target operational need
<b>Revitalizing the Production Enterprise</b>				
<b>Pit Production</b>				
	11	Complete near-term modifications at Los Alamos National Laboratory's Plutonium Facility 4 (PF-4) to enable production of 100 pits and achieve a sustained production rate of at least 60 pits per year. o Pits are to be qualified by being produced using qualified processes, equipment, and staff rather than each pit being independently evaluated and qualified.	NA-19 Audrey Beldio	LANL Define program interim milestones
	12	Position the Savannah River Site (SRS) to facilitate expanded pit production at PF-4 until Savannah River Plutonium Processing Facility (SRPPF) achieves full operations.	NA-19 Audrey Beldio	SRS LANL supporting Develop/document pit qualification criteria
	13	Implement Plutonium Matrix Execution Team initiatives to increase operational time, production yield, and availability of PF-4 personnel in keeping with program milestones.	NA-19 Audrey Beldio	LANL Establish baseline operational time/production yield/ personnel availability and program milestones
	14	Qualify a DFM pit and/or another pit type.	NA-11 David LaGraffe	LANL LANL, OA and LLNL supporting Develop qualification criteria; develop schedule; develop DRM pit specifications/requirements
<b>Required Outcomes-Strategic Materials</b>				
	15	Demonstrate War Reserve uranium casting production at Y-12's Uranium Processing Facility, with validated ability to scale output in response to mission demand.	NA-18 Audrey Beldio	Y-12, LANL and LLNL supporting Develop interim milestones for uranium casting at UPF, develop schedule for casting and establish baseline output

		o Castings are to be qualified by being produced using qualified processes, equipment, and staff rather than each casting being independently evaluated and qualified.			Develop casting qualification criteria
16		Build and operate the first module of the Lithium Processing Facility and the Agile Radiation Case Campus using commercial standards, schedules, and cost benchmarks.	NA-19 Audrey Beldio	Y-12 Industry supporting.	Support and enable the successful acquisition and operations of the first module of the Lithium Processing Facility and the Agile Radiation Case Campus using commercial or commercial-like standards, schedules, and cost benchmarks.
17		Begin construction of the Tritium Finishing Facility (TFF) at SRS in accordance with an approved baseline.	NA-19 Audrey Beldio	SRS	Establish baseline schedule
18		Demonstrate innovative approaches to electro-refining plutonium at SRS.	NA-19 Audrey Beldio	SRS. LANL supporting	Identify electro-refining approaches
19		Begin production of Domestic Uranium Enrichment Centrifuge Experiment (DUECE) centrifuges in accordance with program milestones.	NA-19 Audrey Beldio	HQ-DC/ORNL BWXT supporting	Develop interim milestones for centrifuge manufacturing and establish baseline output
<b>High Explosives and Non-Nuclear Components</b>					
20		Complete construction of Indian Head's Insensitive High Explosive (IHE) synthesis facility and begin TATB synthesis process commissioning by 1st QTR, FY28 to support the B61-12/13, W80-4, and W87-1.	NA-19 Audrey Beldio	HQ-DC/ NSWC-Indian Head	Develop baseline schedule and interim milestones for IHE facility; develop schedule and milestones for TATB synthesis
21		Begin construction of the Material Staging Capability (MSC) at Pantex and complete MSC bridging strategy for Zone 4 operations.	NA-19 Audrey Beldio	PX	Develop baseline schedule for MSC; Develop MSC bridging strategy for Zone 4
22		Complete at least 50% of construction of the High Explosive Synthesis, Formulation, and Production (HESFP) facility at Pantex to support future weapon systems, applying commercial construction standards where appropriate.	NA-19 Audrey Beldio	PX	Develop baseline schedule for HESFP; identify application of commercial construction standards
23		Qualify LX-22 IHE for production use.	NA-11 David LaGraffe	LLNL	Develop baseline schedule and interim milestones for IHE production
24		Demonstrate repeatable formulation of PBX 9502 with newly synthesized TATB.	NA-19 Audrey Beldio	LLNL	Develop baseline schedule and interim milestones for PBX 9502 formulation
<b>Advancing Deterrence Science</b>					
<b>Stockpile Confidence &amp; Aging Science</b>					
25		Execute the President's directive with respect to the testing of the U.S. nuclear deterrent.	NA-11 David LaGraffe	NNSS	TBD
<b>Advanced Modeling, Simulation, and AI</b>					
26		Develop, implement, and operationally apply advanced modeling, simulation, and generative and agentic AI capabilities to reduce end-to-end nuclear weapon design timelines by at least 30%, while maintaining the required safety, security, and certification rigor.	NA-11 David LaGraffe	HQ-DC/ ALL	Develop baseline for end-to-end nuclear weapon design timelines
<b>Achieving Enterprise-wide Transformation</b>					
<b>Enterprise Integration &amp; Accountability</b>					
27		Transition non-nuclear work to commercial standards and fixed-price contracting wherever possible.	NA-19 Audrey Beldio	ALL/ NA-PAS supporting	Identify and document non-nuclear work that implements commercial standards and fixed-price contracting
28		Digitally connect the laboratories, plants, and sites with secure classified connectivity, enabling enterprise-wide access to data, high-performance computing, and AI tools.	NA-18 Kent Jones	NA-IN HQ-DC	Develop schedule and interim milestones for IT solutions and tools
29		Deploy classified, full operations process digital twins for three major complex facilities, using AI to improve planning, throughput, and risk management.	NA-18 Kent Jones	HQ-ABQ	Develop schedule and interim milestones for digital twin development; identify complex facilities for digital twin projects; establish criteria for planning, throughput, and risk management assessment

30	Measure culture, using resulting data to drive corrective actions, and demonstrate sustained improvement in behaviors that directly enable mission execution. Assessment includes: accountability and consequence management; willingness to raise and resolve risk; decision-making speed and clarity; Federal-M&O trust and collaboration; empowerment to act within role authority; and job satisfaction.	NA-10 David Hoagland	HQ-DC ALL	Develop criteria and identify data for culture assessments
<b>Cost Structure &amp; Productivity</b>				
31	Reduce indirect costs at each site by at least 20% using AI enablement, process simplification, regulatory reform, and workforce retraining to perform direct mission work.	NA-18 Kent Jones	HQ-DC ALL	Develop baseline for indirect costs; identify criteria for AI, process improvement and workforce (re)training
<b>R&amp;D Focus &amp; Production Enablement</b>				
32	Maximize laboratory, plant, and site-directed research & development (LDRD, PDRD, and SDRD) investments and provide process development guidance to focus and support weapons production, sustainment, and certification.	NA-11 David LaGraffe	HQ-DC ALL	Develop LDRD/PDRD/SDRD process development guidance; Track and baseline LDRD/PDRD/SDRD expenditures
33	Establish at each site a rapid development and prototyping capability to accelerate innovation and insert advanced technologies into the production enterprise and nuclear stockpile.	NA-11 David LaGraffe	SNL ALL	Define rapid development/prototyping capabilities
<b>Enterprise Modeling &amp; Forecasting</b>				
34	Develop phased enterprise modeling capabilities to enable forecasting of warhead production and enterprise capacity across all future scenarios, with Phase 1 operational in FY26 and full capability achieved by FY28.	NA-10 David Hoagland	HQ-DC	Define enterprise modeling capabilities and phases for operational application
<b>Commercial Practices &amp; Contracting</b>				
35	Institutionalize modular, reusable weapon designs and risk-informed certification processes to reduce future stockpile modification timelines from decades to years.	NA-11 David LaGraffe	HQ-DC ALL	Define modular certification processes
36	Identify and prioritize facilities suitable for commercial construction, completing at least three, and beginning construction on at least five facilities using commercial standards.	NA-19 Audrey Beldio	HQ-DC NA-PAS supporting	Identify candidate facilities; develop schedule and interim milestones for commercial construction
37	Modify at least one prime contract to remove barriers preventing NNSA non-nuclear work to be executed at commercial schedules, standards, and costs.	NA-19 Audrey Beldio	TBD. NA-PAS supporting	Identify prime contract; define commercial schedules, standards, costs