



National Nuclear Security Administration

Honeywell Federal Manufacturing &
Technologies, LLC

Performance Evaluation Report

Contract No. DE-NA0002839

Kansas City Field Office

Evaluation Period:

October 1, 2024, through September 30,
2025

December 12, 2025

Executive Summary

This Performance Evaluation Report (PER) provides the National Nuclear Security Administration's (NNSA) assessment of the performing entity, Honeywell Federal Manufacturing & Technologies, LLC's (FM&T), performance of the contract requirements for the period of October 1, 2024, through September 30, 2025, as evaluated against the Goals defined in the Performance Evaluation and Measurement Plan (PEMP).

Pursuant to the terms and conditions of the Contract, the PEMP sets forth the criteria by which NNSA evaluates FM&T's performance, as required by Federal Acquisition Regulation (FAR) Part 16.4, which outlines expectations for administering award-fee type incentive contracts. This is the type of contract in place between NNSA and its management and operating (M&O) partners. A key requirement of FAR Part 16 is to establish a plan that identifies award-fee evaluation criteria and “how they are linked to acquisition objectives which shall be defined in terms of contract cost, schedule, and technical performance.”

In accordance with the regulation, the PER assesses FM&T's performance against the PEMP and provides the basis for determining the amount of award fee earned by FM&T. NNSA considered performance information obtained from NNSA Program and Functional Offices, both at Headquarters and in the field, and from the Contractor Assurance System (CAS).

FM&T earned an overall rating of Excellent and 92 percent of the award fee during this performance period. FM&T earned Excellent ratings for Goals 1, 2, 3 and 6 and Very Good for Goals 4 and 5. Specific observations for each Goal are discussed in the following pages.

FM&T achieved 99.8 percent delivery performance for Production, Surveillance, and Limited Life Component requirements, consistent with mid-year performance. All fiscal year (FY) 2025 Level 2 milestones were successfully completed. The majority of programs costed below the planned cost baselines. The W80-4 program executed within four percent of the cost baseline despite experiencing multiple component challenges. FM&T prioritized and delivered B61-13 production hardware, enabling NNSA to achieve B61-13 FPU nearly one year early. Additionally, FM&T completed an upgrade to a configuration management software and deployed it in the Tool and Gage department to prepare for digital enterprise integration.

FM&T exceeded all objectives and generally met the overall cost, schedule, and technical performance requirements in support of the NNSA Office of Defense Nuclear Nonproliferation (DNN) and Counterterrorism and Counterproliferation (CTCP) missions. This included executing high priority DNN research and development (R&D) activities; supporting the Surplus Plutonium Disposition (SPD) program with critical procurements and deliveries; and conducting first sign offs of missile related dual-use licenses. FM&T provided technical support to Department of State-led missile interdiction efforts, performed assessments and recommendations on more than 30 export license cases, and provided more than 1,000 technical and intelligence-based assessments in support of the Office of Nonproliferation and Arms Control. FM&T maintained operational readiness and provided outstanding management, technical, logistics, and procurement support for the Nuclear Emergency Support Team (NEST) including the DOE Forensics Operations Team (DFO) and satisfied equipment procurement and training requirements for support missions.

FM&T advanced national security missions through innovation by expanding the frontiers of Science, Technology, and Engineering. By leveraging innovative technology solutions, strategic R&D partnerships, and timely technological deployment, FM&T achieved nearly all objectives and key outcomes to accelerate science and production.

FM&T delivered safe and secure operations through several achievements, such as execution of an environmental permitting strategy; delivery of substantial cost savings in security training; deployment of enhanced information technology (IT) infrastructure. Conversely, FM&T faced issues in operations,

marked by five Level 1 quality assurance findings. FM&T was inconsistent in meeting NNSA IT requirements deadlines, prioritizing strategic projects, and timely addressing corrective actions. Additionally, the FM&T 6+6 process for managing Full Cost Recovery Adjustments hindered allocation of substantial scope execution funding for much of the fiscal year.

FM&T advanced the Kansas City Non-Nuclear Expansion and Transformation (KC NExT) project by aligning design phases with mission requirements including inspection activities for the Duct Bank, enabling NNSA's first Early Turnover Milestone, and facilitating parallel outfitting activities. FM&T executed seven Kansas City Short-Term Plan (KC STEP) projects across the campus, revitalizing over 80,000 square feet of production and development space and installing 92 pieces of capital equipment valued at over \$58 million (M), which eliminates single points of failure and provides additional capabilities at the Kansas City National Security Campus (KCNSC). FM&T experienced cost increases and reporting delays in its KC STEP minor construction project portfolio.

FM&T exceeded almost all the Mission Leadership Objectives. FM&T's leadership demonstrated a continuous focus on improvement through development and delivery of a new strategic plan, an enhanced CAS, an updated Management Operating System (MOS), and leveraged parent company expertise for strategic analysis and guidance through a new board of managers.

Goal 1: Mission Delivery: Nuclear Weapons

Amount of At-Risk Fee Allocation: \$19,353,600

Goal 1 Summary

FM&T earned a rating of Excellent, and 92 percent of the award fee allocated to this Goal. FM&T exceeded almost all Objectives and generally met the overall cost, schedule, and technical performance requirements of the contract under this Goal in the aggregate. During the year, accomplishments significantly outweighed issues and no significant issues in performance existed.

Objective 1.1

FM&T fostered collaborative efforts across the nuclear security enterprise (NSE), contributing knowledge, personnel, and capabilities to accelerate technological and manufacturing readiness levels. FM&T effectively supported the Weapon Technology Manufacturing and Maturation and the Engineering and Integrated Assessments program, executing cutting-edge experiments and developing new components and materials. FM&T's Advanced Manufacturing Development (AMD) successfully produced development insulator components and validated viability through Computed Tomography and metrology evaluations, which demonstrated capability for future production of mechanism components. The AMD team synthesized two molecules, which demonstrated the NSE's cutting-edge capability in materials discovery and creation. The AMD team identified a method using vat polymerization to eliminate the need for water-based resin wash-out, which solved a scalability challenge for production quantities, improving efficiency and product quality. Advanced Simulation and Computing launched Merlin, a new generative artificial intelligence (AI) tool, providing a secure, scalable, and cost-effective AI solution with the potential to increase KCNSC efficiency and innovation. FM&T delivered the first tester development unit that uses Digital Radio Frequency Memory (DRFM) technology. DRFM provides advanced radar simulation capabilities, enabling new capabilities for future programs.

Objective 1.2

FM&T's Nuclear Enterprise Assurance (NEA) team helped develop critical IT processes for nuclear weapon programs. FM&T improved overall Production Operations cost estimation and execution, and increased communication and transparency with the federal team. FM&T improved execution on the highest priority maintenance work orders, with 86 percent completed in less than 24 hours compared to 79 percent the previous year. Calibration Services processed over 83,000 calibrations, an increase of over 10 percent from the previous year, with 97 percent of critical calibrations completed on time. Analytical Sciences Laboratory personnel processed over 31,000 samples in support of production needs while burning down laboratory backlog by nearly 30 percent compared to last year.

Objective 1.3

FM&T delivered all required sets of B61-12 Joint Test Assembly (JTA) hardware on time to the Pantex Plant (Pantex). This met United States Air Force (USAF) need dates and supported surveillance flight testing. FM&T worked with a design agency (DA) and a production agency (PA) to find effective solutions to increase production rates on cables. FM&T identified interim and long-term Integrated Surety Architecture (ISA) production space to support the transfer of production to KCNSC. In addition, FM&T developed and coordinated an accelerated transition plan with stakeholders to reduce overall cost and better meet future requirements. FM&T completed qualification efforts two weeks early to support reprocessing of ALT 940 components at the ISA logistics hub, enabling NNSA to direct reprocessing and reuse of hardware efficiently. FM&T completed an upgrade to the Unclassified Packet Switched Local Area Network (UPSLAN) Windchill system, preparing the site for digital

enterprise integration. The upgrade modernized the system, improved data management, and enhanced efficiency.

FM&T increased collaboration between the U.S. and United Kingdom (UK) by introducing a full-time UK Action Officer, decreasing the communication lag on key topics. The W76 program successfully completed all JTA 3 component Baseline Design Reviews on time, supporting transition from Phase 6.3 to Phase 6.4. FM&T delivered all required sets of W80 Stockpile Management (SM) JTA 8 hardware on time to Pantex, meeting USAF need dates and supporting surveillance flight testing. Three W87 SM program FPUs were completed ahead of schedule, including the Firing Set Assembly in July which overcame production pauses and technical challenges to achieve the program milestone.

FM&T experienced substantial downtime on an Electron Beam welder at the beginning of the calendar year and renegotiated reduced delivery quantities on a critical component. By prioritizing hardware needs, FM&T nearly achieved its original baseline delivery quantity on the critical component by the end of FY 2025. As a risk mitigation, FM&T requested and received authorization to begin qualifying a new welder on an accelerated schedule.

FM&T identified a supply base concern for Class B JTA stockpile components. FM&T partnered with the DAs to assess the viability of the vendor, initiated advanced procurements, contracted a third-party consultant to assess vendor financial health, and obtained product intellectual property. These efforts mitigated supply chain risks for critical components, extended vendor viability, and allowed FM&T to meet stockpile requirements.

Objective 1.4

FM&T delivered numerous non-nuclear components enabling the B61-12 System Last Production Unit (LPU) milestone achievement in December 2024. FM&T enabled the May 2025 B61-13 FPU at Pantex by prioritizing non-nuclear hardware production. FM&T supported the Sea-Launched Cruise Missile-Nuclear (SLCM-N) mission by providing timely input on the program cost estimate and participating in the Quarterly Risk Review, Cruise Missile Testbed feasibility study, and Feasibility and Cost Study Gate. FM&T supported alignment on the SLCM-N Weapon Design Cost Report (WDCR) scope, complexity, options, and risks, and Cost Analysis Requirements Description development. FM&T completed all planned W80-4 FPU milestones, with 21 completed early to customer requirements. The component teams pulled-in two FY 2026 milestones and completed the Detonator Stronglink 68 days early. FM&T partnered with the DA and increased a W80-4 component manufacturing yield by addressing design and production. FM&T completed the W87-1 replan effort on time, incorporating updated system integration test dates with the USAF's Sentinel schedule, aligning program timelines with external partners. FM&T participated in the W93 Weapon Development Subcommittee, all supporting working groups, and Product Realization Team (PRT) meetings. FM&T provided Navy Military Interdepartmental Purchase Request funding statuses throughout the third and fourth quarter FY 2025 and worked closely with NNSA and the Navy to prevent funding shortfalls. FM&T received positive feedback from the W93 FPO for submitting Basis of Estimate documents ahead of schedule and exceeding expectations regarding comprehensiveness and content. FM&T submitted all W93 WDCR deliverables on time and supported successful feasibility gates, allowing the W93 program to enter Phase 2A.

FM&T encountered an (b) (7)(E), (b) (7)(F) test failure traced to software that did not perform a required test. FM&T worked containment, corrective actions, and collaborated with stakeholders to reduce the impact. The test omission highlighted the need for improvements with requirements mapping and process validation.

Objective 1.5

FM&T published a comprehensive site-wide and full life-cycle approach to managing KCNSC's manufacturing equipment. This provided a strategic framework for planning, acquiring, installing,

maintaining, and retiring equipment to ensure efficient and effective use of manufacturing assets. FM&T procured a five-Axis direct ink write printer, a Superfuge, a wire electrical discharge machine, and a Nuclear Magnetic Resonance machine to support advanced manufacturing development.

Objective 1.6

Supporting the NNSA Office of Information Management’s first Digital Transformation 1.0 deliverable, FM&T developed and submitted an architectural strategy and design, outlining an enterprise approach to networking, identity, access, and security for an unclassified cloud environment and facilitating digital thread and weapon program collaboration. FM&T transferred the first W93 Polymers PRT Development Engineering Release and Product Definition Dataset from the enterprise Product Data Management (ePDM) to Kansas City Product Data Management. This supported the ePDM implementation decision, advancing enterprise-wide product data management and collaboration. FM&T launched the Classified Reservoir Electronic Database in June, enabling digital data entry, storage, and transmittal of reservoir data to Savannah River Site (SRS) partners, replacing paper-based systems with modern, efficient digital tools.

Objective 1.7

FM&T completed all communication system kits per task agreement requirements, ensuring timely provision of essential communication equipment to meet operational needs. FM&T placed SGT reuse material purchase orders for Mobile Guardian Transporter, reducing risk of obsolescence for critical parts and supporting New Mexico Operation's (NMO) risk mitigation strategy. FM&T delivered 12 SGT refurbishments 6 weeks ahead of schedule and performed seven heavy repairs addressing increased refurbishment needs due to trailer age. FM&T delivered required SGT SCR-capable trailers, increasing overall ISA capabilities for the NNSA Office of Secure Transportation and reducing logistical challenges.

Goal 2: Mission Delivery: Global Nuclear Security

Amount of At-Risk Fee Allocation: \$4,838,400

Goal 2 Summary

FM&T earned a rating of Excellent, and 97 percent of the award fee allocated to this Goal. FM&T exceeded almost all Objectives and generally met the overall cost, schedule, and technical performance requirements of the contract under this Goal in the aggregate. During the year, accomplishments significantly outweighed issues and no significant issues in performance existed.

Objective 2.1

FM&T was not tasked or funded to support this Objective.

Objective 2.2

The FM&T Modeling, Infrastructure, Science, and Technology team completed knowledge preservation and transfer tasks ahead of schedule, supporting nonproliferation competencies in specialized component fabrication, sub-assembly testing and evaluation, and predictive model development. The team also supported multiple design reviews for a first-of-its-kind test article to proactively explore emerging nonproliferation challenges and enable future verification and validation of community of interest modeling and simulation tools.

Objective 2.3

FM&T supported the NNSA Office of Plutonium Disposition by continuing multiple procurements and on-time deliveries critical to the SPD program. FM&T's timely analysis, proactive management, and prompt communication of potential environmental hazard impacts to Building 23 infrastructure resulted in a best-case scenario of no impacts to the program. FM&T successfully implemented two design specification changes and quickly accommodated short-term procurement order changes due to process anomalies at another site. FM&T met program schedules and milestones through the evaluation period.

Objective 2.4

FM&T successfully supported the NNSA Office of Nonproliferation and Arms Control. Accomplishments included conducting first sign offs of missile related dual-use licenses; technical support to Department of State-led missile interdiction efforts; assessing more than 30 export license cases submitted to NNSA by the Department of Commerce; performing 1,000 technical and intelligence-based MTAG assessments to Intelligence Community partners, representing a 33 percent increase from FY24; supporting the critical US-India-Pakistan trilateral engagement; and conducting numerous workshops, trade shows, international engagement, and an enforcement training operation.

Objective 2.5

FM&T successfully maintained operational readiness and provided effective management, technical, logistics, and procurement support for NEST including the DFO, and provided outstanding continuous logistical planning in support of ongoing Ukraine operations and training efforts. During this rating period, FM&T completed 56 training events, 27 equipment maintenance cycles, seven Hazardous Device School Level III trainings, and eight weeks of international partner training across 14 stabilization city teams. FM&T excelled in supporting 15 Radiological Assistance Program, Region 4, Real World Events as recognized by an NNSA Administrator's Honor Award. FM&T continued to provide exceptional and proactive support in the development of NEST strategic objectives and instrumentally supported the new NEST facility in both current management and second floor occupancy renovation.

Goal 3: Mission Innovation: Advancing Science and Technology

Amount of At-Risk Fee Allocation: \$2,419,200

Goal 3 Summary

FM&T earned a rating of Excellent, and 98 percent of the award fee allocated to this Goal. FM&T exceeded almost all Objectives and generally met the overall cost, schedule, and technical performance requirements of the contract under this Goal in the aggregate. During the year, accomplishments significantly outweighed issues and no significant issues in performance existed.

Objective 3.1

FM&T innovatively developed cable fixture design with a new modular "Battleship" approach. This innovative design accommodates diverse three-dimensional configurations for custom cable mounting, drastically reducing vendor delivery time by over 6 months per fixture and generating substantial cost savings across two critical weapon programs. In Receiving/Inspection, FM&T successfully addressed a 16 percent nonconformance rate of rotor components caused by debris and carbon residue from previous fixtures. The Ceramic AM team printed and delivered a 6-by-6 array of ceramic fixtures, which successfully prevented carbon residue contamination and marks the first successful factory floor implementation of ceramic AM. FM&T developed and deployed an advanced machine abnormality

and health monitoring system. This system connects 50 machines annually, enabling earlier detection of abnormalities, real-time machine state-of-health monitoring and proactive maintenance.

Objective 3.2

FM&T implemented a customized Femtosecond Laser (FSL) machining system for high-yield manufacturing. The FSL machining team improved operations by creating a model that demonstrates how material is removed or ablated and using simulation data to optimize FSL machine settings. This new workflow reduces costs and time for new material qualification and is slated for a Weapons Program using the Insertion Readiness process. FM&T identified a new resin for connector AM, mimicking special material properties essential for connector production. On-demand connectors were quickly printed using this resin and supported critical tester equipment. These new connectors, with resin housings, pins, potting, and curing, are now produced in hours versus months. FM&T implemented a lab-scale automated tube bender process to enable in-house production and inspection with a closed-loop feedback system for rapid process development. This tube bending process will lower costs and schedule risks by reducing vendor rework, scrap, discrepancy exceptions, and returns to vendor and addresses issues with the current single-source bent tube supplier.

Objective 3.3

FM&T standardized Solder Paste Inspection programming, reducing machine variability from 325 percent to 14 percent. A new automated stencil cleaner replaced the manual process, preventing clogged apertures from impacting print quality.

In collaboration with a university, FM&T enabled and demonstrated droplet quantification in an aerosol jet process, linking measurements to deposition quality. Integrating mass flow controllers with an in-situ microscopic imaging system, this technique uses closed-loop control for both ultrasonic and pneumatic atomization, boosting print time by 250 percent and improving print consistency.

FM&T's High-Performance Computing team partnered with IT to deploy two Intel-based clusters (KCNCS central processing units Nova and Atlas), reducing standup time from months to 10 business days. This was achieved through a test development environment for quicker knowledge gathering and innovation, standardized hardware, automation enhancements, and improved coordination with Sandia National Laboratories (Sandia) and Lawrence Livermore National Laboratory (LLNL).

Supporting the (b) (7)(E), (b) (7)(F) programs, the FM&T Telemetry team rapidly built multiple components for data capture, power, and signal processing. Collaborating with the Navy and several NSE laboratories, the team developed, fabricated, and delivered the first telemetry device within a year, actively encrypting in-flight data for experimental and surveillance flights.

Objective 3.4

FM&T successfully launched two Research and Sounding Rocket flights at the Nevada National Security Site (NNSS) with university and DA partners. These flights carried Agile Manufacturing Prototype payloads: the first tested the mechanical response of polymer AM materials, and the second evaluated a modular electrical/mechanical architecture for HiFi Mass Mock experimentation. Both setups use a foundation-bus based data logging architecture, enhancing applicability to other demonstrator programs and reducing setup time.

FM&T collaborated with Extended Reality, Learning and Development, and Protective Force teams to develop a flexible training framework. This framework simplifies course updates and supports expansion across Protective Force, Engineering, and Integrated Supply Chain. A successful pilot delivered immersive training for KCNCS vehicle inspections, enabling Protective Force trainers to create diverse, realistic scenarios. This system offers cost-effective exposure to numerous training scenarios in a safe, controlled environment.

Objective 3.5

FM&T led a collaborative, multi-site NSE effort for External Research and Development (ERD) and Personnel Security, Counterintelligence, Classification, Export Control, and External R&D (PeSCCEE), fostering innovation and efficiency. In its second year, this initiative experienced substantial expansion, with NNSS and KCNSC hosting all-hands meetings involving all five member sites (the Y-12 National Security Complex (Y-12), Pantex, the Savannah River Site (SRS), NNSS, and KCNSC) to ensure broad engagement and knowledge sharing. Three of the four sites now use standardized ERD trackers, with the remaining developing systems based on the proven KCNSC model, which has greatly improved data consistency and operational efficiency.

FM&T's AM Printed Electronics and Surface Mount Technology (SMT) teams developed a process to print sensors on component undersides, compatible with existing Surface Insulation Resistance (SIR) technology. This AM sensor development reduces reliance on representative boards for validating electronic assembly cleanliness, improving process characterization for PWA assurance against unwanted flux. Fabricating AM SIR test coupons reduces lead times by 83 percent along with associated costs. This innovative work resulted in an FY 2025 patent award.

The FM&T Center of Excellence Council continued to promote publications and intellectual property that contribute to science advancement. Through the end of August, FM&T personnel submitted 111 invention disclosures, filed 34 patent applications, received 32 patents, and submitted 65 Office of Scientific and Technical Information products.

As part of a Plant Directed Research and Development effort, FM&T's Electrostatic Discharge (ESD) Safety team designed, created, and deployed an ESD control program template. This template can be used by a supplier or external entity to implement best practices and increase procured ESD device protections before arriving at KCNSC manufacturing for next assembly processing.

Objective 3.6

FM&T promptly deployed key tools to the factory floor within 6 months through a Rapid Additive Manufacturing project. The team designed, printed, and released six vital fixtures for GTS, SMT, and encapsulation production. Two cleaning fixtures addressed vendor part cleanliness, preventing schedule delays for a production line. The other fixtures aid in reducing schedule delays in hydroform stamping and thermoforming, demonstrating FM&T AM team's agile problem-solving capabilities to address evolving production needs.

Goal 4: Mission Enablement

Amount of At-Risk Fee Allocation: \$9,676,800

Goal 4 Summary

FM&T earned a rating of Very Good, and 88 percent of the award fee allocated to this Goal. FM&T exceeded many of the Objectives and generally met the overall cost, schedule, and technical performance requirements of the contract under this Goal in the aggregate. During the year accomplishments greatly outweighed issues and no significant issues in performance existed.

Objective 4.1

FM&T enhanced its quality management system through an "Inspector Observation" Management Operating System, performing 3,302 observations on 170 inspectors and implementing 366 improvements. FM&T also accelerated the processing of older corrective action reports and is increasing welding capacity for Gas Transfer Systems due to demand and equipment degradation. Procurement teams completed over 60 yield-focused quality projects, contributing to a 91.8 percent

Supplier Quality Score. Overall, FM&T met expectations for two key operational performance metrics: Escapes and Supplier Quality Score.

FM&T experienced considerable challenges in operations and five Level 1 quality assurance findings. Issues included inadequate control of nonconforming product, improper control of work instructions, and delayed implementation of the latest quality assurance policy revision across pertinent departments. All corrective action plans for these Level 1 findings have received approval. When considering the increased site workload volume, favorable performance in other Quality Management System (QMS) metrics, responsiveness to issue resolution, and one issue causing medium impact to enterprise mission execution, the overall QMS was effective.

FM&T executed a comprehensive environmental permitting strategy, including de-escalating Enterprise Risk Review Board Air Permitting risk and securing a permit modification, while also performing work in support of the NNSA Office of Environment, Safety, and Health (ES&H) within cost, scope, and schedule constraints. FM&T began integration with the SAFER system for the timely identification, reporting, and resolution of ES&H issues, alongside implementing strategies to continuously improve safety performance beyond internal contractor assurance metrics.

Objective 4.2

FM&T established an agreement with the National Training Center for localized Security Police Officer training, achieving an estimated \$1.7M in cost savings. Protective Force successfully executed its Force-on-Force exercise, validating the ability to respond and manage multiple incidents including an Active Assailant. Additionally, Protective Force effectively managed security operations for protest activities at KCNSC.

Objective 4.3

FM&T demonstrated partnership and commitment to accurate financial reporting by sharing its process for accounting reconciliations with new NNSA M&O partner, SRNS. FM&T implemented corrective actions in cost transfers and labor charging, rectifying previous NNSA concerns in these areas.

FM&T's cost plans enhanced NNSA's budget credibility by improving cost projections and defense of uncosted balances. However, the FM&T 6+6 process for managing Full Cost Recovery Adjustments held substantial funds to cover rate adjustments for much of the fiscal year, consequently impacting the site's ability to execute current year scope and the Federal Program Offices' ability to efficiently manage program funding.

Objective 4.4

FM&T Law, Contracts, and Export Control reached a settlement in potentially large sum judgement related to years-long COVID related class action lawsuit. Additionally, FM&T managed the company response to high-visibility 14-month Defense Nuclear Facility Safety Board investigation at Kansas City National Security Campus.

Objective 4.5

FM&T met nearly all Implementation Factors (IFs) in the IT Performance Expectation Guidance (PEG) and fulfilled the requirements for all applicable Focus Areas (FAs) of the Multi-Year Cybersecurity PEG. Concurrently, FM&T delivered the Enterprise Cross Domain Solution/Managed File Transfer (CDS/MFT) and the Joint Unclassified Cloud (JUCC) environment, both of which enhanced enterprise-wide infrastructure and supported Digital Transformation initiatives. FM&T led the NSE in Multi-Factor Authentication deployment for ESN Smart Cards. FM&T also led the enterprise-wide OneNNSAccess initiative, standardizing physical access across all NNSA sites.

FM&T missed deadlines for NNSA IT directives for inclusion on contract. While FM&T completed most Combined Execution Guidance (CEG) projects on-time, prioritization challenges for several KCFO-issued CEG projects delayed addressing risks. FM&T did not close federally issued IT corrective actions in a timely fashion.

Objective 4.6

FM&T actively participated in the national Department of Energy (DOE) 2025 Eagle Horizon Emergency Management exercise, successfully responding to a simulated drone attack scenario with the Incident Management Team. This comprehensive exercise involved all 14 Emergency Management program elements, demonstrating robust capabilities and collaboration with national, field office, and internal personnel during preplanning, participation, and after-action phases. Additionally, the cross-functional Emergency Management and Continuity of Operations teams were activated 11 times to guide the Incident Management Team and address critical incidents, demonstrating swift response and recovery capabilities.

Objective 4.7

FM&T managed Office of Defense Programs high visibility procurements, coordinated between the procurement and program teams, reduced risks to delivering on schedule, and identified opportunities to streamline processes. FM&T's Supply Chain Management Center (SCMC) launched the Enterprise Supplier Risk Assessments service, which helped NNSA and the DOE Office of Environmental Management (DOE-EM) prime contractors make better informed decisions, safeguard the supply chain against potential threats, and eliminate redundant activities. Over 500 assessments were completed with a rapid three-day turnaround for enhanced supply chain resilience.

FM&T exceeded 4 out of 6 small business goals and was within 3% of the overall small business and small disadvantaged business goals. FM&T executed effective recruiting and retention operations.

Goal 5: Construction Projects and Infrastructure

Amount of At-Risk Fee Allocation: \$4,838,400

Goal 5 Summary

FM&T earned a rating of Very Good, and 85 percent of the award fee allocated to this Goal. FM&T exceeded many of the Objectives and generally met the overall cost, schedule, and technical performance requirements of the contract under this Goal in the aggregate. During the year accomplishments greatly outweighed issues and no significant issues in performance existed.

Objective 5.1

FM&T hosted the BUILDER Collaboration Meeting where the enterprise team discussed program improvements and new development. This enabled progress in meeting FY 2025 milestones and established program goals. FM&T assisted SRS with its BUILDER implementation and offered to transform SRS's legacy Condition Assessment Information System infrastructure data into an easily importable format. Beyond this crucial data conversion, FM&T performed the data import on behalf of SRS ensuring the seamless integration of data for over 1,200 assets transferred from DOE-EM. FM&T completed its FY 2025 Deep Dive and implemented changes to the Deep Dive format from site specific to capability focused, driving inter-site and headquarter program integration and participation. FM&T collaborated with NNSA to develop Deep Dive Smart Sheets and successfully reduced data discrepancies by 70 percent or more, ensuring that NNSA maintains high-quality asset data for end-of-year reporting requirements. FM&T reassessed all 436 active Integrated Campus Project (ICP) justifications, including construction, rearrangement, and capital equipment, to prioritize against

funding limitations. This effort focused on meeting weapon mission support requirements and streamlining project selection to align with future manufacturing needs. As part of this assessment, FM&T implemented a new resource-loaded schedule process for all ICPs, integrating all phases of requirements, design, procurement, and construction.

Objective 5.2

FM&T advanced the KC NExT project by aligning design phases with mission and user requirements. For the ongoing Phase 1, FM&T supported construction through weekly observation reports, Request for Information and submittal reviews, and Trunked Radio System schedule coordination. FM&T executed inspection activities for the Duct Bank, enabling NNSA's first Early Turnover Milestone and facilitating parallel outfitting activities. For Phases 2–4, FM&T developed planning reports defining functional requirements, provided subject matter expertise at design milestones, and led workshops to integrate ES&H, Security, and IT to meet end-user requirements. Additionally, FM&T supported Independent Government Cost Estimates for each phase and FY 2027 programming activities. FM&T partnered with NNSA on Value Engineering efforts for Phase 2 to ensure budget alignment with mission. Internally, FM&T initiated monthly reporting on outfitting scope to enhance stakeholder visibility regarding scope, cost, and schedule.

FM&T executed seven KC STEP projects across the campus, revitalizing over 80,000 square feet of production and development space and installing 92 pieces of capital equipment valued at over \$58M. This effort eliminated single points of failure, increased throughput, provided additional capabilities, and expanded material development and formulation work areas.

FM&T experienced cost increases and reporting and execution delays in its KC STEP minor construction project portfolio. Planning for minor construction projects has been hampered by shifting priorities and inadequate foresight regarding project interdependence to include KC NExT and Botts Campus with increasing complexities.

Objective 5.3

FM&T managed several external utility interruptions (water and liquid nitrogen), minimizing production impacts. For KC NExT, FM&T coordinated a plant-wide potable water shutoff, facilitating the developer team's connection to the KCMO water line. This involved a complete shutdown and drainage of chilled and potable water systems which was successfully executed to prevent freeze damage and limiting the production shutdown to one day. FM&T established a creative process to internally certify nitrogen from alternative suppliers and expanded on-site nitrogen storage capacity as a result of two nitrogen supply issues. Lastly, FM&T replaced 70 percent of approximately 2,100 fire sprinkler heads in Building 23 North to mitigate water damage risk. The infrastructure team determined that original sprinkler heads were over-torqued during initial construction (pre-NNSA lease), leading to potential catastrophic failure. FM&T's Roof Asset Management Program team achieved over \$40M in construction, spread across 17 projects, and created a site submittal process improvement enabling agility in executing projects as NNSA priorities shift.

Goal 6: Mission Leadership

Amount of At-Risk Fee Allocation: \$7,257,600

Goal 6 Summary

FM&T earned a rating of Excellent, and 94 percent of the award fee allocated to this Goal. FM&T exceeded almost all Objectives and generally met the overall cost, schedule, and technical performance requirements of the contract under this Goal in the aggregate. During the year, accomplishments significantly outweighed issues and no significant issues in performance existed.

Objective 6.1

FM&T delivered a new, quantifiable strategy framework to best align KCNSC to the NNSA Strategic Vision. Accountability and transparency are enhanced through this framework with the inclusion of measurable strategic projects. FM&T supported NNSA enterprise strategic outcomes and objectivity in several areas: NNSA Stockpile Stewardship and Management Plan; NNSA 25-year Site Strategic Plan (under a condensed timeline); DOE Strategy Community of Practice (includes all 18 DOE Labs, Plants and Sites) co-led with SNL; and NNSA Enterprise Blueprint.

FM&T shared elements of its Management Operating System (MOS) for use across the NNSA and served in key enterprise leadership roles with contributions into the Production Integration Summit, Technology Innovation Council, Senior Management Modernization and Integration Teams, and the Digital Transformation Senior Steering Group (DTSSG). Leadership chaired the National Security Executive Council (NSEC), bringing together all NSE M&O leaders and NNSA to address strategic nuclear deterrence mission growth and align M&O leadership to support NNSA initiatives. FM&T prepared recommendations for new administrator transition content, inputs for future NNSA Council and Annual Laboratory, Plant and Site Summit and led the NSEC through the initiatives for reducing costs, increasing speed and efficiency of NNSA mission execution.

Objective 6.2

FM&T leadership emphasized ownership, empowerment, accountability, and responsibility throughout site operations and activities. FM&T enhanced its CAS and deployed an updated MOS concurrent with communication and training to the workforce. Using resident knowledge and expertise, a diverse board of internal parent company and external senior leaders was formed to provide strategic analysis and guidance. FM&T emphasized a culture of identifying and self-reporting issues and focused on continuous improvement, training, and followed most issues and corrective actions to completion.

FM&T implemented an automated platform for tracking accountability of tiered action management and performance self-assessments across all business functions. This institutionalized critical aspects of the MOS, improved upon a previous system by addressing shortcomings, and listed 7,100 completed actions in three months of use.

Objective 6.3

Under an innovative DA/PA model, FM&T partnered with the DAs to establish collaborative advanced manufacturing and AM capabilities. The Center for Advanced Manufacturing and Innovation model serves to bridge and expedite design efforts and product realization. The opening of the Rapid Prototyping Maker Space at NMO and successful execution of the first collaborative prototype assemblies are highlighted accomplishments towards shared concept demonstration and rapid prototyping in a classified environment.

FM&T planned and hosted collaborative events for JUCE, an NSE-wide partnership. These events corralled expertise from across all NSE sites to determine the strategy, authorization, framework, and accreditation of an enterprise solution that will facilitate a development environment and product realization tools to support the DTSSG 1.0 roadmap.

The FM&T Plutonium Modernization team's changes to manufacturing processes improved producibility and secured cost savings. Notably, changes for specific joining operations improved yield by 65 percent, saving \$1.27M.

FM&T's commitment to digital engineering transformation is demonstrated by the KCNSC strategic plans, associated projects, and leadership engagement with other PAs and DAs. Examples include W93 Defense Programs Business Process Systems revision efforts supporting the deployment of an enterprise Data Management and Risk Management system, and the successful implementation of Smart Factory, now used within 85 percent of KCNSC departments.

Objective 6.4

FM&T effectively managed the SCMC program producing economical buying power across multiple NNSA sites and DOE-EM, which included SCMC enterprise-wide agreements and digital procurement tools. The SCMC enabled participating sites to realize savings of ~\$447M against ~\$7.5 billion of spend, a savings rate of ~5.9 percent. A notable FY 2025 SCMC action was launching the new Enterprise Supplier Risk Assessments service to provide a standardized approach to risk criteria, evaluation, risk handling strategy, and an enterprise view through a centralized system.

FM&T's commitment to a continuous improvement culture enhanced mission performance through a more agile operating environment as demonstrated by completing 722 projects and reporting more than \$113M in cumulative cost savings, surpassing the \$84M FY 2025 target.

FM&T leadership remained focused on enterprise resilience and risk mitigation, hosting the second NNSA Supply Chain Risk Management Summit to benchmark and identify enterprise best practices at each site. FM&T, for example, created a Technology Risk dashboard within its Supply Menu to pinpoint high-risk, single/sole-sourced technologies by evaluating supplier health and risk exposure. This tool provides a standardized risk assessment which supports risk mitigation and cost management.

Objective 6.5

FM&T enhanced its supplier financial oversight by engaging a third-party financial assessment firm. This forward-looking, commercial best practice improved the ability to anticipate and mitigate potential supplier disruptions caused by financial situations.

FM&T implemented a predictive maintenance strategy, resulting in a 29 percent growth in predictive maintenance applications against a 10 percent target. The more than 250 predictive maintenance applications in use across KCNSC, demonstrate a continued emphasis on operational rigor.

Objective 6.6

FM&T implemented a comprehensive strategy to attract and retain talent, directly addressing employee feedback. Key initiatives included talent acquisition improvements, internship program enhancements, offering competitive compensation and benefits, providing robust learning-and-development opportunities, and establishing improved reporting and feedback processes for employee concerns. In community engagement, FM&T volunteered at the Grandview School District's advanced manufacturing lab focusing on "Project Lead the Way" classrooms, robotics, and manufacturing mentoring. Concurrently, FM&T initiated a general machinist program for internal and external trainees as a workforce planning strategic project. This program, alongside targeted external outreach, successfully created a vital pipeline for skilled machinists, resulting in six external hires. Overall, these efforts helped drive a higher workforce retention, record-high offer-acceptance rates, and stronger talent development pipelines.

FM&T exceeded hiring goals, met its direct headcount target of 97 percent, and maintained a favorable total attrition rate of 6.6 percent for FY 2025 which continued a two-year positive trend.

Goal 1

Successfully execute the cost, scope, and schedule of the Nuclear Stockpile mission work for Defense Programs work in a safe and secure manner in accordance with DOE/NNSA priorities, Work Authorizations, and Execution/Implementation Plans.

Objective 1.1

Work as a team across the Nuclear Security Enterprise to provide the knowledge, personnel, and capabilities to enable development of new and innovative materials, processes, and components to accelerate towards higher technology and manufacturing readiness levels and rate production.

Objective 1.2

Work as a team across the Nuclear Security Enterprise to plan and execute production sustainment and integration, nuclear enterprise assurance, and effective weapon quality assurance to ensure the nuclear security enterprise optimizes production operations, minimizes quality escapes, and increases the resiliency of nuclear weapons and nuclear weapon production and sustainment activities within normal, abnormal, and adversarial environments well into the future.

Objective 1.3

Work as a team across the Nuclear Security Enterprise to execute assigned work to maintain and enhance the safety, security, reliability, and performance of the US nuclear weapon stockpile. Execute planning, development, certification, assessment/surveillance, production, and maintenance of the current U.S. nuclear weapon stockpile, including all associated documentation and hardware, consistent with mission and task assignments.

Objective 1.4

Work as a team across the Nuclear Security Enterprise on stockpile modernization program scope to 1) achieve and maintain program delivery schedules; 2) lower risk to achieving First Production Unit (FPU), Last Production Unit (LPU), and program overbuilds; 3) improve supply chain execution; and 4) control costs.

Objective 1.5

Work as a team across the Nuclear Security Enterprise to develop and execute modernization strategies to ensure NNSA's strategic materials and component manufacturing capabilities will meet future nuclear weapons production requirements. Execute work focused on sustainment of existing capabilities, re-establishment of lost capabilities, deployment of new capabilities and technologies, and strategic investments to ensure timely material and component deliveries.

Objective 1.6

Work as a team across the Nuclear Security Enterprise to implement Digital Transformation principles by using Digital Engineering to improve product design, production, sustainment, and business practices.

Objective 1.7

Work as a team across the Nuclear Security Enterprise to provide and execute Secure Transportation Asset (STA) production activities to achieve and maintain program delivery schedules. Work with Design Agency to improve integration of delivery plans and execute strategies for design & production activities.

Goal 2

Successfully execute the cost, scope, and schedule of the authorized global nuclear security mission work in a safe and secure manner to include the Defense Nuclear Nonproliferation, Nuclear Counterterrorism and Counterproliferation, and Incident Response missions in accordance with DOE/NNSA priorities, Work Authorizations, and Execution/Implementation Plans.

Objective 2.1

Support efforts to enhance global nuclear security by securing and preventing the trafficking of nuclear and radioactive materials.

Objective 2.2

Support U.S. national and nuclear security objectives in reducing global nuclear security threats through the innovation of technical capabilities to detect, identify, and characterize: 1) foreign nuclear weapons programs, 2) illicit diversion of special nuclear materials, and 3) global nuclear detonations.

Objective 2.3

Support efforts to achieve permanent threat reduction by managing and minimizing excess weapons-useable nuclear materials and providing nuclear materials for peaceful uses.

Objective 2.4

Support efforts to prevent proliferation, ensure peaceful nuclear uses, and enable verifiable nuclear reductions to strengthen the nonproliferation and arms control regimes.

Objective 2.5

Sustain and improve nuclear counterterrorism, counterproliferation, and forensic science, technology, expertise and associated Nuclear Emergency Support Team (NEST) capabilities; execute response missions, implement policies and procedures in support of response and forensics missions, and assist international partners/organizations.

Goal 3

Successfully advance national security missions through innovation by expanding the frontiers of Science, Technology, and Engineering (ST&E). Execute transformative and leading-edge Research and Development (R&D) by creating a vibrant, creative, environment that leverages effective partnerships and technology transfer endeavors. Effectively manage high-impact DOE Work and Plant Directed Research and Development (PDRD) and Technology Transfer, etc. in a safe and secure manner consistent with DOE/NNSA priorities, Work Authorizations, and Execution/Implementation Plans.

Objective 3.1

Execute a research strategy that is clear and aligns discretionary investments (e.g., PDRD) with Honeywell FM&T strategy and supports DOE/NNSA priorities particularly to improve manufacturing and production technology.

Objective 3.2

Ensure that research is relevant, enables the national security missions, and benefits DOE/NNSA and the nation.

Objective 3.3

Ensure that research is transformative, innovative, leading edge, high quality, and advances the frontiers of science and engineering.

Objective 3.4

Maintain a healthy and vibrant research environment that enhances technical workforce competencies and research capabilities.

Objective 3.5

Research and develop high-impact technologies through effective strategic partnerships and technology transfer mechanisms that support the Honeywell FM&T strategy, DOE/NNSA priorities and impact the public good; and ensure that reporting, publishing, and information management requirements of federally-funded scientific research and development are implemented (via DOE's Public Access Plan) and per DOE's Scientific and Technical Information Management directive (DOE O 241.1B or its successor).

Objective 3.6

Pursue and perform high-impact work for DOE that strategically integrates with the DOE/NNSA mission, and leverages, sustains and strengthens unique science and engineering capabilities, facilities, and essential skills.

Goal 4

Effectively and efficiently manage the safe and secure operations of the KCNSC in accordance with cost, scope, and schedule, while maintaining an NNSA enterprise-wide focus; demonstrating accountability for mission performance and management controls; successfully executing cyber, technical, informational, and physical security requirements, and assure mission commitments are met with high-quality products and services.

Objective 4.1

Deliver effective, efficient, and responsive Environment, Safety, and Health (ES&H), Quality (including a Weapon Quality Management System and software quality) and waste management. Advance DOE/NNSA's energy security and resilience by progressing onsite generation where applicable.

Objective 4.2

Deliver effective, efficient, and responsive safeguards and security, including assigned enterprise initiatives.

Objective 4.3

Deliver efficient, effective, supportable, and transparent financial management operations and systems including financial integration reporting; budget formulation and execution; programmatic cost estimates; and internal controls.

Objective 4.4

Deliver efficient and effective management of legal risk and incorporation of best legal practices. Deliver timely and actionable recommendations and analysis to Freedom of Information Act and Privacy Act requests.

Objective 4.5

Deliver effective, efficient, secure, and responsive information technology (IT) systems that support mission and functional area delivery. Ensure execution of all implementation factors established in the NA-IM IT and Cybersecurity Program Execution Guidance to strengthen day-to-day IT and cybersecurity operations.

Objective 4.6

Deliver effective, efficient, and responsive site emergency management programs in support of the DOE/NNSA Emergency Management Enterprise.

Objective 4.7

Deliver efficient, effective, and compliant business operations including, but not limited to, procurement, human resources, and property systems, in support of NNSA missions. Focus areas

include achieving small business and socioeconomic goals; evaluating opportunities for, and implementing, as necessary, effective subcontracting approaches to expand the small business industrial base for appropriate construction work scope; performing timely and high-quality subcontract actions; and supporting enterprise-wide recruitment events and retention efforts.

Goal 5

Effectively and efficiently manage the infrastructure lifecycle process to meet current and emerging national security challenges through integrated infrastructure planning, acquisition, and prioritization. For clarity, projects with separate award-fee structures are not considered under this Goal.

Objective 5.1

Implement a comprehensive and integrated infrastructure prioritization and planning process. Update planning data and mission needs in the G2 Program Management system planning module for the FYNSP to support strategic planning elements, such as the Enterprise Blueprint, Master Asset Plan, Area Plans, and Deep Dives. Provide cost and schedule estimates in accordance with established guidance to ensure mission delivery.

Objective 5.2

Plan and execute Capital Asset Line-Item Construction Projects, minor construction projects, capital equipment projects (including Major Items of Equipment), real property acquisitions, and disposition projects in accordance with cost, scope, schedule baselines, technical requirements, code of record and/or execution plans. Monitor and report on project performance against baselines, provide accurate and timely deviations on performance to stakeholders, and utilize risk management processes.

Objective 5.3

Develop and execute operations and maintenance strategies, consistent with available funding, that enable reliable asset performance and enduring facility capabilities that align with mission requirements and priorities.

Goal 6

Successfully demonstrate leadership in supporting the direction of the overall DOE/NNSA mission, cultivating a Performance Excellence Culture that encompasses all aspects of operations and continues to emphasize safety and security, improving the responsiveness of Honeywell FM&T leadership team to issues and opportunities for continuous improvement internally and across the Enterprise, and parent company involvement/commitment to the overall success of the KCNSC and the Enterprise.

Objective 6.1

Define and implement a realistic strategic vision for the KCNSC, in alignment with the NNSA Strategic Vision, which demonstrates enterprise leadership and effective collaborations across the NNSA enterprise to ensure DOE/NNSA success.

Objective 6.2

Demonstrate performance results through the institutional utilization of a Contractor Assurance System and promoting a culture of critical self-assessment, transparency, and accountability through the entire organization, while also leveraging parent company resources and expertise.

Objective 6.3

Develop and implement a Nuclear Security Enterprise-wide partnership model that enhances collaboration, reinforces shared fate and enables mission success including transformation of the stockpile and the enterprise.

Objective 6.4

Exhibit professional excellence in performing roles/responsibilities while pursuing collaborative opportunities for continuous organizational and enterprise learning and demonstrated improvements that will enhance productivity, grow the capacity to execute mission, and manage, rather than avoid risk when appropriate. Pursue innovations to increase agility and resilience while controlling costs. Advance the operational capabilities of the Nuclear Security Enterprise by identifying and employing latent capacity existing in the enterprise.

Objective 6.5

Demonstrate leadership in driving enhanced and sustainable formality and rigor of operations through proactive implementation of effective and efficient measures to minimize operational upsets that have potential to impact mission.

Objective 6.6

Leadership takes decisive action, as a cooperative partner of NNSA, to attract and retain the workforce needed to achieve the nuclear security enterprise missions, with particular emphasis on critical and under-resourced skill sets, reaching back to parent company resources as necessary.