



National Nuclear Security Administration

Savannah River Nuclear Solutions, LLC

Performance Evaluation Report

Contract No. DE-AC09-08SR22470

Savannah River Field Office

Evaluation Period:

October 1, 2024, through September 30,
2025

December 9, 2025

Executive Summary

This Performance Evaluation Report (PER) provides the National Nuclear Security Administration's (NNSA) assessment of the performing entity, Savannah River Nuclear Solutions, LLC's (SRNS), performance of the contract requirements for the period of October 1, 2024, through September 30, 2025, as evaluated against the criteria 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 SRNS'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 SRNS's performance against the PEMP and provides the basis for determining the amount of award fee earned by SRNS. NNSA took into consideration all input (e.g., Contractor Assurance System (CAS), Program Reviews) obtained from NNSA Program and Functional Offices both at Headquarters and in the field. The work performed for NNSA programs at the Savannah River Site (SRS) is conducted by SRNS under an M&O Contract for Fiscal Year (FY) 2025. This is an NNSA administered contract, under which Department of Energy Office of Environmental Management (DOE-EM)-funded and -directed work is performed.

In FY 2025, SRNS demonstrated a continued commitment to excellence respective to mission delivery, ensuring all Department of Defense shipments were on time. SRNS completed all tritium extractions as planned. SRNS exceeded program downblend and shipping expectations and continued making progress delivering new plutonium disposition processing capabilities. SRNS executed a major facility outage with no impact to FY 2025 scheduled scope. Completing both the scope and the outage supports the needs of the nuclear security enterprise while completing much-needed maintenance on facilities that will support increased scope. SRNS also demonstrated successful emergency management program response to Hurricane Helene and two winter weather events while ensuring continued nuclear facility operations.

SRNS leadership was instrumental in a successful DOE-EM to NNSA landlord transition of SRS. SRNS continued to focus on its CAS by fostering a culture of critical self-assessments to promote accountability and proactively address performance. SRNS focused on recruiting and hiring critical skill area positions by supporting local college apprenticeship programs, hosting various hiring events. SRNS continued to focus on Conduct of Operations (ConOps) through the Advancing Conduct of Operations Excellence (ACE) team which completed all hiring of ConOps coaches and developed metrics to evaluate the effectiveness of the team and its initiatives.

SRNS's performance for FY 2025 on NNSA efforts is measured against the NNSA Corporate PEMP. The NNSA Corporate PEMP consists of six Performance Goals supplemented with Objectives for each Goal. Fee is distributed among the six Goals as specified in the PEMP. The work measured against the NNSA Corporate PEMP is discussed under Goals 1 through 6 below.

SRNS earned an overall rating of Very Good during this performance period. SRNS earned an Excellent rating 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.

SRNS project leadership changes this year led to some improvements, particularly in handling the High-Fidelity Training Operations Center (HFTOC) design schedule by reassigning design scopes and optimizing opportunities. Actions to increase construction management contractor accountability and correct quality issues have shown initiative, though the effectiveness remains unproven. Notably, the

development and approval of the Preliminary Documented Safety Analysis (PDSA) have been ahead of schedule. SRNS's design authority has conducted multiple design reviews with an emphasis on continuous improvement and detailed feedback. There were also strong leadership efforts in advancing glovebox procurements and resolving project design challenges.

SRNS underperformed in project execution of the Savannah River Plutonium Processing Facility (SRPPF) project in FY 2025. Going into FY 2025, the plan was for SRNS to drive the project through the transfer of project leadership to an experienced construction manager (CM), issue and start CD-3X package construction scope, demonstrate funding execution via those CD-3X packages, and issue a CD 2/3 package supporting full cost/schedule approval. The project has seen a few benefits from the CM transition, but they are minimal. The planned CD-3X packages pushed well past scheduled dates with minimal work executed in FY 2025. The CD 2/3 submittal for the HFTOC package was successful, but the overall project cost/schedule submittal pushed into FY 2026, negatively impacting NNSA efforts to forecast FY 2026 funding needs while adding risk to FY 2027 funding. The SRPPF design failed to meet 60 percent complete requirements when issued in October 2025, and the Design Gate 3 date was pushed out by 8 months. Complete designs are required to feed construction scope in the field, and these delays are limiting future work fronts into FY 2026.

SRNS's performance was evaluated using project controls data provided by SRNS during FY 2025. SRNS reporting does not convey the same message of challenges and instead shows the project as “green” for metrics with no reference to project schedules or baselines. SRNS has been negligent in reporting project slips and challenges, which preclude the opportunity for leadership to take action to help recover the project.

CLIN 0001 Performance Evaluation – Management and Operation of Savannah River Site (SRS)

Goal 1: Mission Delivery: Nuclear Weapons

Amount of At-Risk Fee Allocation: \$13,551,364

Goal 1 Summary

SRNS earned a rating of Excellent, and 91 percent of the award fee allocated to this Goal. SRNS 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

SRNS met all expectations for the fiscal year with a few notable accomplishments, such as completing the acceptance for the Gen 1 casting system prototype and installing all equipment needed for the Metallurgical Line in the Machining Training Center (MTC). There were no significant issues during the performance period.

Objective 1.2

SRNS met expectations in Nuclear Enterprise Assurance (NEA). Four NEA risk assessments were completed, and program maturity continued with expanded case reviews and adoption of an open-source intelligence program.

SRNS continued to exceed all expectations for executing production deliverables by maintaining programmatic equipment availability, maintaining Tritium Process Control Automation and Technology (PCA&T) data server availability, executing critical material and equipment procurements, and maintaining the Mass Spec replacement plan. SRNS is fully implementing the Weapons Quality Assurance Policy. The SRNS NEA team completed a comprehensive risk assessment for Electrical Distribution Systems, which is crucial for ensuring operational continuity, enhancing safety, complying with regulations, and optimizing resource allocation.

Objective 1.3

SRNS exceeded expectations in the area of gas transfer system limited life component exchanges. Not only are all scheduled deliverables being met, but Savannah River Tritium Enterprise (SRTE) has been able to pivot and support a higher number of schedule changes this fiscal year when compared to previous years.

SRNS planned and executed a major facility outage with no impact to FY 2025 scheduled scope. Completing both the scope and the outage supports the needs of the nuclear security enterprise while completing much-needed maintenance on facilities that will support increased scope. SRNS Product Realization Integrated Digital Enterprise (PRIDE) ensured enterprise Product Data Management (ePDM) availability and played a key role in enterprise Requirements Management System (eRMS) implementation. SRNS achieved comprehensive Denodo implementation, installing and configuring Denodo across three unclassified and three classified environments. SRNS continues to meet all requirements for sustaining the stockpile while remaining flexible in response to multiple changes regarding limited life component exchange needs and evaluating changing stockpile requirements.

Objective 1.4

SRNS continued to deliver on stockpile commitments, demonstrated agility in addressing design agency requirements with no impacts to schedule and costs and supporting the W93 and other critical programs.

SRNS met all deliverables for the B61-13 Program Control Document and supported development of the SLCM-N cost estimate while providing exceptional support to the Cruise Missile Testbed feasibility study. SRNS exceeded expectations in responding to late interface Design Agency requirement changes without any impact to production schedule or cost. SRNS's representation on the Product Realization Process (PRP) W93 Working Group was proactive, enabling process improvements for stockpile modernization and providing exceptional support to the A21/Mk7 program on multiple Working Groups. SRNS also provided early awareness of load line capacity constraints to enable a path forward for W93.

Objective 1.5

The 2025 Outage, a once in a generation activity, was executed timely and efficiently and included a significant accomplishment by SRNS, in which it performed a hatch pull in H Area, the first time this activity was executed in 24 years. This critical path event for the 2025 Outage was completed on schedule with no safety or radiological upsets.

SRNS had strong performance in tritium, meeting the extractions demand and keeping the Hot and Cold Nitrogen/Thermal Cycling Absorption Process repairs on track to resume operations next year.

SRNS met expectations in support of development of the pit production mission, including mutual support and knowledge transfer activities with Los Alamos National Laboratory (LANL), developing foundations of pit production machining capabilities and modern manufacturing, and developing expertise in Balance of Plant operations to ensure readiness for the pit mission.

SRNS's rebaseline submission does not align with requirements from the *National Defense Authorization Act for Fiscal Year 2024*, Government Accountability Office Best Practices, or NNSA Office of Pit Production Modernization Programmatic Requirements. The deliverables are not approvable at this stage.

Objective 1.6

The collaborative efforts of SRNS to work with NNSA have proven to be successful in multiple areas, such as the PRIDE initiative, by implementing software enhancements and issuing a study which supports accelerating capabilities.

SRNS continued to support digital engineering improvements, including pairing digital engineering with SRPPF manufacturing line demonstrations and engaging with various aspects of the W93's Digital Engineering Task Team (DETT).

Goal 2: Mission Delivery: Global Nuclear Security

Amount of At-Risk Fee Allocation: \$3,387,841

Goal 2 Summary

SRNS earned a rating of Excellent, and 95 percent of the award fee allocated to this Goal. SRNS 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

SRNS was not tasked or funded to support this Objective.

Objective 2.2

SRNS was not tasked or funded to support this Objective.

Objective 2.3

SRNS provided technical support, including inventory evaluation, compliance documentation, equipment quality reviews, and identified available equipment to support the removal of plutonium from partner nations.

SRNS significantly exceeded the FY 2025 downblend target and exceeded the target for Criticality Control Overpack (CCO) shipments to the Waste Isolation Pilot Plant (WIPP). SRNS also demonstrated versatility evaluating the replan effort to address significant changes to the program's lifecycle plan. SRNS has also responded to recent Executive Orders with large program impact in a resourceful and agile way and responded to quick turn modeling and assessments asks to address questions related to the Executive Order implementation.

SRNS execution of the Material Access Area (MAA) Entry Control Facility (ECF) capital project faced delays and cost overruns in FY 2025. SRNS's communication of funding needs and a causal analysis resulted in turnover of the facility to operations without further delays.

SRNS provided technical and programmatic support in managing coordination of the Surplus Plutonium Disposition program management function, including integration of work performed by contractors at partner sites (SRS, PanTeXas Deterrence, LLC, LANL, and WIPP), integrated cost reporting, and maintenance of the program's integrated execution schedule.

Objective 2.4

SRNS was not tasked or funded to support this Objective.

Objective 2.5

SRNS provided excellent support to nuclear forensics priorities, a key component of U.S. nuclear deterrence. SRNS also provided excellent operational capability and readiness to the Nuclear Emergency Support Team (NEST) for training, exercises, and operations.

Goal 3: Mission Innovation: Advancing Science and Technology

Amount of At-Risk Fee Allocation: \$1,693,921

Goal 3 Summary

SRNS earned a rating of Excellent and 91 percent of the award fee allocated to this Goal. SRNS 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

SRNS expanded the scope of the Plant Directed Research and Development (PDRD) program from the tritium mission to include Plutonium Pit Operations and Programs (PPOP) and Plutonium Disposition Operations and Programs (PDOP).

Promising examples from the PDRD program included Hydride Materials for Long-Term Hydrogen, Deuterium, Tritium (HDT) Storage, as well as an alternative to palladium is currently being researched.

A promising Bulk Metallic Glass (BMG) candidate was discovered by the PDRD team, which has nearly equivalent hydrogen permeability to palladium but at 1/1000th of the price.

SRNS continued to execute projects as planned and manage each project within the budget for the program.

Objective 3.2

SRNS demonstrated excellent support to enhance the protection of DOE equities and national security information.

SRNS conducted highly impactful work that has provided significant value to NNSA in accelerating SRPPF mission execution activities. Work in the area of tritium storage resulted in the identification of materials that have superior characteristics and are more cost effective.

SRNS continued to execute research projects as planned and manage each project within the budget for the program.

Objective 3.3

SRNS was not tasked or funded to support this Objective.

Objective 3.4

SRNS was not tasked or funded to support this Objective.

Objective 3.5

SRNS has established collaboration efforts with offsite institutions to perform high impact research, such as a partnership with Georgia Tech University and Clemson University.

Objective 3.6

SRNS continued to perform high impact research and development to maintain facilities and expand capabilities.

SRS is continuously working to conform to Intelligence Community Directives (ICD) for their information systems while maintaining robust IC support. SRNS has continued to maintain external partnerships that further the national security mission, and benefits DOE/NNSA and the nation.

SRNS has completed the Cold Analysis Capabilities testing on the High-Resolution Mass Spectrometer (HRMS), which demonstrated its ability to meet stringent analytical requirements.

Goal 4: Mission Enablement

Amount of At-Risk Fee Allocation: \$5,081,762

Goal 4 Summary

SRNS earned a rating of Very Good, and 85 percent of the award fee allocated to this Goal. SRNS 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

Environment, Safety, Health, and Quality (ESH&Q) program activities effectively enabled the mission. SRNS environmental compliance demonstrated a robust and effective program by ensuring

SRS's adherence to effluent and air emission regulations and securing a Compliance Agreement with the South Carolina Department of Environmental Services to prevent a U.S. Environmental Protection Agency Subpart GGGGG violation.

A severe injury at the Surplus Plutonium Disposition (SPD) project in August prompted an Accident Investigation Board. Despite experiencing a serious accident, SRNS leadership demonstrated a commitment to strong safety culture through comprehensive actions to communicate and reinforce safe work expectations. Additionally, SRNS continued to implement an effective radiological controls program, achieving zero reportable personnel contaminations during FY 2025. Furthermore, Radiation Protection (RP) at the Tritium Facilities developed an instructional video on plastic suit donning for the 2025 Outage after noticing a trend with suits tearing and breaking due to workers over tightening them.

SRNS demonstrated excellent performance in nuclear safety by successfully implementing two facility safety bases, updating hazard analysis, and completing Unreviewed Safety Question (USQ) activities that supported mission readiness and compliance. SRNS implemented the Combined Tritium Facilities Safety Basis Revisions, which were critical to support the SRTE Mission, including the 2025 Outage. SRNS continued to demonstrate progress on the Co-Located Worker Dose Reduction Initiative completing all milestones for the fiscal year.

Noteworthy progress was observed in the development of the SRS Weapons Quality Management System (WQMS) Description document. This is a direct result of the collaborative effort between the SRTE and the Pit Production Operations and Program (PPOP) Weapons Quality teams. While work is still needed in formulating the Site WQMS Description document, SRNS is showing incremental progress after a challenging initial start.

SRNS discovered that the Area Radiation Monitor (ARM)-8 Shield Verification Survey was not performed on three previous occasions contrary to the design criteria for start-up of the Tritium Extraction Facility (TEF) per 10 Code of Federal Regulations 835 after the Field Office posed an inquiry. Radiation Protection, Engineering, and Operations ensured the problem did not pose a radiological concern to the facility and facility workers; corrective actions included improving the applicable implementing documentation to prevent recurrence.

SRNS is fully implementing Weapon Quality Assurance Policy. SRNS completed an Enterprise Assessments (EA) review of SRSnet with no findings.

Objective 4.2

SRNS Security was initially slow to embrace the transition from DOE-EM to NNSA and adopt a risk-based security operations concept, encountering resistance and push-back.

However, recent indicators demonstrate a positive shift, with recent improvements observed. Additional SRNS attention is warranted in continuing the transition to risk-based security operations (RBSO). Opportunities for improvement can be seen in recent risk indicators such as rewriting the General Site Security Plan to include RBSO concepts, establishing an off-site Badging Office, conducting local printing of badges to get the workforce on the job sooner, and fully supporting the K Area Restricted Area removal and Protective Force post reductions.

During this time, SRNS managed to deliver safeguards and security services, addressing challenges from the Hurricane Helene natural disaster, the site landlord transition, and subsequent realignment of landlord responsibilities. Specific actions included rectifying issues with medical staffing for the Human Reliability Program, transitioning to the NNSA Cognizant Personnel Security Office (CPSO), submitting a OneNNSA Access Initiative Roadmap, and implementing a new Foreign Ownership Control and Influence SharePoint and Workflow. SRNS obtained reauthorization for the three DOE-EM networks that were transitioned to NNSA, which included validating over 2,000 controls per system.

Objective 4.3

In executing landlord transition activities, SRNS executed many positive changes relative to meeting Cost Accounting Standards; however, senior levels of DOE-EM and NNSA involvement and written NNSA direction were required to ensure historical practices were no longer applied when distributing year-end rate variances. Additionally, SRNS submitted and rescinded multiple revisions to required cost accounting deliverables, causing confusion with disclosed and actual accounting practices. SRNS submitted inaccurate cost projection data resulting in delayed funding impact notification to programs and potential for over-costing against funding.

SRNS met expectations by providing consistently accurate cost plans that improve the confidence in NNSA's ability to precisely project costs and to realistically defend uncosted balances. Additionally, building accurate cost plans increases the credibility of the M&O and Federal Program Offices when defending Future-Years Nuclear Security Program budget requests.

Although SRNS made an exerted effort to become familiar with the Active Facilities Data Collection System (AFDCS) and respond to multiple data request actions, the third quarter update to include landlord transition assets during the unlock period did not occur due to the need for additional guidance from NNSA. This resulted in the system needing to be manually updated and caused an increased workload for affected personnel. The gap was addressed once clarification was provided by the NNSA Office of Management and Budget.

Objective 4.4

SRNS provided effective management of legal risk and executed legal practices consistent with requirements. SRNS delivered timely and actionable analysis in responding to Freedom of Information Act and Privacy Act requests including related appeal inquiries from the Office of Hearing and Appeals.

Objective 4.5

SRNS met most of the Implementation Factors (IFs) in the IT Performance Execution Guidance (PEG) document. In addition, the contractor fulfilled all requirements and is ahead of schedule for applicable Focus Areas (FAs) of the Multi-Year Cybersecurity Program Execution Guidance (PEG) for the current fiscal year.

SRNS delivered effective, efficient, secure, and responsive Cybersecurity and Information Technology and consistently provided updates to the Savannah River Field Office (SRFO) on the operational status of cybersecurity tools and communicated priorities for the various site-wide initiatives, which enhanced the NNSA mission of safeguarding and protecting information systems. SRNS ensured a satisfactory level of cyber security was present and that proper mitigations were in place to minimize risks. SRNS implemented Transport Layer Security on SRSnet, which provides site-level email encryption while allowing email to be read on mobile devices.

This performance positions the site to be on track to meet expectations for the next fiscal year.

Objective 4.6

SRNS delivered effective, efficient, and responsive site emergency management programs in support of the DOE/NNSA Emergency Management Enterprise. SRNS's collaboration and coordination with internal and external stakeholders fosters strong partnerships to enhance emergency programs. A strong Emergency Response posture was demonstrated throughout this performance period by SRNS, evidenced by its response to Hurricane Helene and two winter weather events while ensuring continued nuclear facility operations. SRNS continued to strengthen Emergency Preparedness (EP) programs in their nuclear facilities, and this improvement was noted by the Defense Nuclear Facilities Safety Board (DNFSB).

Objective 4.7

SRNS delivered efficient, effective, and compliant business operations and participated in contract transitions and is continuing to implement necessary business system modifications to align with NNSA practices. They developed new procurement metrics to improve NNSA's mission delivery. Recognized for its small business program, SRNS won the 2025 Dwight D. Eisenhower Award for Excellence in Services from the U.S Small Business Administration (SBA) Administrator. SRNS exceeded all small business goals, particularly in Veteran Owned Small Business (VOSB), Small Disadvantaged Veteran Owned Small Business (SDVOSB), and Small Disadvantaged Business (SDB) categories. Additionally, SRNS Supply Chain Management provided outreach to the community during the regional disaster.

Goal 5: Construction Projects and Infrastructure

Amount of At-Risk Fee Allocation: \$5,081,762

Goal 5 Summary

SRNS earned a rating of Very Good, and 76 percent of the award fee allocated to this Goal. SRNS 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

SRNS has made a concerted effort to strategically plan site needs into the FYNPS and 10-year planning process. Infrastructure improvements made by SRNS included the replacement of the River Water System isolation valve, a crucial component supplying boiler feedwater for steam generation and firewater that had long been rendered inoperable, and completion of sitewide wetland mapping of approximately 9,000 acres.

Objective 5.2

SRNS successfully demonstrated exceptional performance in their BUILDER implementation, particularly given the monumental task of integrating over 1,200 assets, a scope that historically takes sites many years to accomplish. The newly formed SRNS BUILDER team strategically leveraged all available resources, including seeking and accepting support from sister sites and support contractors, to fast-track their progress. SRNS remarkable ability to quickly master BUILDER and other NNSA initiatives, coupled with their proactive approach to finding solutions for every challenge, is highly commendable.

SRNS did not meet expectations both in terms of active projects as well as approved and planned project performance in the recapitalization portfolio. Although landlord transition actions addressed the need to develop Class 3 estimates, planning issues led to challenges in Projects Y751 and Y788, as well as delayed proposals to swap planned projects. The Bldg. 905-112G and 113G Domestic Water Well Replacements were transitioned to indirects, and F Area Service Water Revitalization was deferred to FY 2028 and beyond for resubmittal. The strategy shift caused over \$20M to sit idle for nearly a year - creating inefficiencies and a less than effective use of recapitalization resources.

SRNS successfully completed the \$29M SRS Obsolete Oxygen Monitors Replacement Portfolio ensuring the safe oxygen concentration levels in the secondary confinement area.

SRNS performed well in supporting NNSA as necessary to ensure the success of their reassessment to revalidate the original Analysis of Alternatives (AoA) for the Tritium Finishing Facility (TFF) project. Addressing questions raised by NNSA AoA reassessment team often required significant effort by

SRNS personnel to develop both classified and unclassified documentation and presentations to help the team understand the details of certain activities to ensure decisions are fully informed. On average, the cost of continuing the project has consistently been approximately \$500,000 per month below the baseline spend plan. All significant schedule milestones were met on or ahead of schedule.

The SRNS SPD project did not meet expectations with respect to Project Management, Quality Assurance/Quality Control (QA/QC), Engineering, Construction Engineering, and Acquisition Management. The project began post Critical Decision (CD)-2/3 work at the beginning of FY 2025 with a head start on much of the work fronts having received approval for CD-3E; Long Lead Procurements in December 2023. The project failed to adequately implement Construction Engineering and QA/QC for early construction efforts such as placement of the first lift of the Material Control and Accountability (MC&A) room walls. These failures lead to substantial rework to correct construction deficiencies and failure to meet the Performance Measurement Baseline (PMB). SRNS failed to address constraints (e.g., Requests for Information (RFIs), Requests for Engineering Assistance (REAs), Subcontractor Deviation Disposition Requests (SDDRs), Non-Conformance Reports (NCRs)) in time to support the PMB. SRNS failed to scope, execute, and receive procurements in a manner that supports the PMB and maintains required QA/QC pedigree. SRNS experienced an Occurrence Reporting and Processing System (ORPS) 2A(3) accident injury. SRNS completed 2 of 4 milestones by the commitment date. All milestone commitment dates were late as compared to the PMB. The poor performance is accurately reflected in the standard cumulative Earned Value (EV) Metrics from October 2024 month end to July 2025 month end. SRNS made considerable efforts to address the poor performance. The project has implemented management reviews to ensure QA/QC and Safety are adequately addressed. The project has hired subject matter experts to address specific knowledge/capability-based issues. The Project Management team greatly improved communication and responsiveness to NNSA. However, the efforts did not show project performance improvements in FY 2025.

SRNS completed all corrective actions and provided all documentation necessary to receive certification of the Earned Value Management System.

Objective 5.3

Within the Tritium Facilities, the complex and challenging 2025 Outage hit several significant milestones, putting it on track to be completed under budget and one week ahead of schedule. Some of the noteworthy accomplishments include the removal of the H-Area New Manufacturing hatch with no significant issues, construction of the new wall to accommodate the cryogenic valves, completion of the open glovebox maintenance to install several process related pieces of equipment, and removal and installation of the chillers and compressors.

Tritium Engineering supported various critical efforts for the 2025 Outage including preparations for 233-H hatch pull, document reviews for DI-O2 monitor system relocation, efforts at recovery for procurement of Hydride beds and document reviews for critical path design changes. Tritium Engineering also worked on the glovebox stripper blower temporary modification. A new part fabricated inhouse resolved the leak issue. Since the installation, the blower ran throughout the month of August, serving as the high activity stripper. The first month of run time has demonstrated promising results for this new blower design. The blower can be inserted into the glovebox via the airlock, which greatly reduces the cost of maintenance versus the existing blowers which require Open Glovebox Maintenance (OGM). The FY 2025 extraction campaign was completed in August. In order for this to be accomplished, engineering supported several significant efforts including fabricating mission critical Target Rod Preparation (TRP) gripper parts onsite used to cut Tritium-Producing Burnable Absorber Rods (TPBARs) and resolved critical furnace electrical component issues.

Site Maintenance exceeded their targets in several areas. For example, the preventive maintenance to corrective maintenance ratio was 4 (well above the target of 1.33), and the rate of unplanned deferrals was 1.7 percent, indicating significant improvements in SRNS's work planning and execution efforts.

Conduct of Operations performance deviated slightly in FY 2025 at the Tritium Facilities with the Technical Safety Requirement (TSR) violations, but overall performance has been satisfactory. Facility personnel were able to perform significant work activities with no issues. While K-Area Conduct of Operations was satisfactory in the processing portion of the facility, an accident resulting in a finger amputation at SPD was of serious concern. Weaknesses were identified in the safety culture for SPD and K-Area Conduct of Operations, inaccurate risk perception by workers and supervisors, and training deficiencies.

SRNS experienced unexpected beryllium sensitizations among two employees. A thorough investigation narrowed the likely source to concrete disturbance during construction. All samples were below the action limit; however, some were detectable. SRNS responded with additional conservative controls, modified training protocols, enhanced medical surveillance, and increased sampling capacity to aggressively work actions to prevent recurrence.

During the FY 2025 rating period, SRNS Engineering Organization functioned effectively and delivered compliant engineering services on-site. Highlights include SRNS Engineering accomplishment in support of Hurricane Helene Site Recovery Efforts during an unplanned B Area Outage, an on-site structural heavy load evaluation on the Road 4 Bridge, and restored operability to the K-Area Continuous Item Monitoring System, the Tritium H-Area New Manufacturing (HANM) Distributive Control System (DCS), the Tritium Extraction Facility (TEF) Chiller Control System and the Tritium Databases. Additionally, for FY 2025, SRNS received approval from SRFO for the K-Area Facility Authorization Agreement Revision 22, which updated the mission scope. In FY 2025, SRNS Engineering closed 7 of the 12 focus areas identified during an FY 2024 Engineering Pause while additionally increasing technical rigor within the organization; the focus areas are the result of a collaborative offsite meeting between SRNS Engineering Leadership and Continuous Improvement (CI) groups to establish a path forward following the Engineering Pause implemented in FY 2024.

SRNS Fire Protection Engineering (FPE) has made significant progress in resolving specific issues and addressing root causes to prevent future occurrences in many aspects of Fire Protection to include, but not limited to, performing a detailed staffing analysis, developing key performance metrics tracker for data collection/monitoring for trending, and enhancing the FP building assessment process. Through this sustainability improvement plan, FPE management has effectively enhanced the strength and efficiency of the fire protection program at SRS through targeted actions. Continued management attention is needed across the site to proactively replace obsolete fire alarm panels and recruit/retain Qualified Fire Protection Engineers; these critical systems and personnel positions play a vital role in the safety of NNSA nuclear and non-nuclear facilities.

SRNS FPE at the Tritium Facilities continue to effectively manage fire protection impairments within the fire protection program. However, federal oversight at the tritium facilities has recognized deficiencies in project design reviews associated with fire protection systems. Inadequate design reviews have contributed to noncompliance issues and are related the need of additional FPE personnel.

Goal 6: Mission Leadership

Amount of At-Risk Fee Allocation: \$5,081,762

Goal 6 Summary

SRNS earned a rating of Excellent, and 93 percent of the award fee allocated to this Goal. SRNS 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

In FY 2025, SRNS continued to make progress developing the Campus Master Plan and addressing Agency initiatives such as the datacenter study. Despite funding challenges with TFF, SRNS successfully developed the H-Area Old Manufacturing (HAOM) Enduring Mission Strategy (EMS), which is a risk-based analysis on extending the capabilities for that facility until TFF is realized.

Objective 6.2

SRNS continues to implement an effective CAS. For example, SRTE completed 196 self-assessments resulting in 111 Findings and 156 Opportunities for Improvement (OFIs) and 1518 Management Field Observations (MFOs) that resulted in 36 Findings and 158 OFIs. These results were then reviewed during a Common Cause Analysis to identify trends to inform the annual Performance Improvement and Sustainability Plan (PISP) that will drive corrective action development. As a result of SRFO identifying recurring performance trends, SRTE organized a benchmarking trip to the Y-12 National Security Complex. This led to the creation of an SRTE specific CAS dashboard that stores CAS educational materials, issue management tutorials, policies, procedures, and pertinent metrics that evaluate the effectiveness of previous corrective actions.

Objective 6.3

SRNS Plutonium Program has worked to build a strong collaborative relationship with LANL in support of the Pit Mission. The collaboration enhanced critical knowledge transfer, asset management and improved processes with an effective knowledge transfer program.

In addition, SRNS has provided excellent teamwork with NNSA by ensuring that LANL has adequate plutonium storage space. This further promotes a healthy relationship with LANL to advance NNSA enduring missions. In addition, SRNS shared excess convenience cans with LANL resulting in current cost savings of approximately \$700,000.

Objective 6.4

SRNS implemented over 150 continuous improvement initiatives, enhancing safety and mission delivery. Additionally, SRNS demonstrated effective risk management in programs such as Tritium Modernization and the HAOM EMS. The data driven risk management revised over 50 risks as part of the HAOM EMS, leading to effective tracking and mitigation.

The SRNS Oracle Design Basis Accident Team restructured and consolidated databases, retired obsolete databases, and migrated others to new hardware, aligning the site's Oracle deployments with a new licensing model that yielded significant productivity and efficiency savings.

SRNS managed to continue to excel by executing site landlord work scope which was transitioned from DOE-EM to NNSA. This challenge was magnified by year-long continuing resolution, which left budget authority for these scopes with DOE-EM even though responsibility for execution of the scope had transitioned to NNSA.

SRNS leadership cultivated a learning organization, evidenced by timely responses and robust corrective actions to emergent incidents, including beryllium program improvements, injury reporting and investigations, and independent evaluations of hazardous energy events.

Objective 6.5

Leadership in Conduct of Operations met expectations in FY 2025. SRNS continued to mature the Advancing Conduct of Excellence (ACE) team by completing all hiring of ConOps coaches and developing metrics to evaluate the effectiveness of the team and its initiatives.

SRNS leadership ensured the challenges posed by Hurricane Helene to the workforce, their families and surrounding communities were addressed so the vital national security missions at SRS continued and commitments to the military were all fulfilled despite it being one of the worst natural disasters to hit this area.

SRNS leadership has been pivotal to the success of the 2025 isotopic separation project thus far. This project is forecasted to come in ahead of schedule and below budget targets. This is especially noteworthy due to past SRNS challenges with small projects.

Objective 6.6

SRNS has collaborated with NNSA to attract and retain the workforce necessary for nuclear security missions and expanded its apprenticeship program to fill critical positions in Operations, Engineering, Information Technology, Contracts, Supply Chain, and Emergency Management by utilizing programs from three local technical colleges. These efforts have lowered attrition rates from approximately 10 percent to 7.4 percent. SRNS continued to make progress in its recruitment of critical and difficult-to-fill senior positions utilizing tools it has available such as the expansion of their apprenticeship program. SRNS introduced a more modern compensation structure, shifting from over 37 grade levels to a wider framework. This new structure increases transparency on compensation and career progression.

Sub-CLIN 0007AA Performance Evaluation – SRPPF Project Management

Subjective Evaluation Factor 1: Effective Interactions and Timely Responses

Amount of At-Risk Fee Allocation: \$2,060,909

1. Effective Interactions and Timely Responses

SRNS earned a rating of Good, and 60 percent of the award fee allocated to this Subjective Evaluation Factor (SEF). SRNS exceeded some of the award fee criteria in the aggregate, evidenced by accomplishments that slightly outweighed issues and no significant issues in performance existed.

Accomplishments:

- Coordination with the South Carolina Department of Environmental Services (SCDES) using site tours and presentations of the SRPPF Overview and Permitting plan was exceptionally detailed and organized, and supported members of the NNSA Project Management Office, NNSA SRFO, and SCDES personnel. The overview set the stage for additional successful Resource Conservation and Recovery Act (RCRA) permit negotiation meetings held subsequently in Columbia.
- SRNS supported the SRPPF project through effective interactions with external stakeholders during project reviews, site visits, and tours. SRNS provided support through all phases of preparation for these events including coordination of on-site logistics, management of requested information, prompt and thorough responses to questions and lines of inquiry, preparation and

participation in meetings, and tracking and completion of action items resulting from these interactions. Specific examples include support, management and execution of the Technical Independent Project Review (TIPR); multiple site visits and tours by key leaders and external stakeholders.

- The SRNS PPOP has been successful in driving tangible results in the development of key technologies for SRPPF. Through service level agreements (SLAs) with Savannah River National Laboratory (SRNL), close collaboration has yielded successful development of many systems and components. Additionally, the PPOP team coordinated the rapid development and prototyping of an updated design of a component to address operational concerns and implement lesson learned from technology development of the original design. Finally, PPOP is successfully utilizing Augmented Reality/Virtual Reality technology to improve design and begin early development of operational procedures for gloveboxes and stand-alone Special Facility Equipment (SFE).

Issues:

- As of August 2025, SRNS has spent \$1.07 billion but has only claimed an earned value of \$971M for that scope of work. Approximately half of the positive cost performance comes from level-of-effort accounts like CM indirect and SRNS oversight. However, SRNS is experiencing poor performance with discrete tasks such as Glovebox Fabrication/Design.
- Despite showing a positive cost variance for the fiscal year, CD-3C (Concrete Penetrations) execution is projected by NNSA/SRNS to require an additional \$250-300M to complete the Energy Systems Acquisition Advisory Board (ESAAB)-approved scope. It was not until July 2025 that SRNS verbally notified NNSA that CD-3C will exceed the ESAAB-approved amount. This overrun had been anticipated and communicated as a concern by NNSA for months, based on the tracking of Task Order Awards (TOAs) awarded under the Indefinite Delivery/Indefinite Quantity (IDIQ) contract and related scope. To prevent such issues, SRNS should enhance its oversight of CM-awarded contracts and provide timely information to NNSA to ensure proper decision-making to set the project on a course for success.
- SRNS procurement was consistently slow in the first half of the year to meet data requests from NNSA. NNSA has had to ask multiple times for subcontracts to support local reviews. These delays however have been reduced over the last few months.

Subjective Evaluation Factor 2: Effective Management of Contractor (SRNS) Project Scope

Amount of At-Risk Fee Allocation: \$4,121,818

2. Effective Management of Contractor (SRNS)

SRNS earned a rating of Good, and 55 percent of the award fee allocated to this SEF. SRNS exceeded some of the award fee criteria in the aggregate, evidenced by accomplishments that slightly outweighed issues and no significant issues in performance existed.

Accomplishments:

- The SRNS Nuclear and Criticality Safety Engineering (N&CSE) group achieved Safety Basis Authority Approval (SBAA) of the SRPPF Preliminary Documented Safety Analysis (PDSA) which represented a culmination of months of effort which started with the implementation of the revised SRPPF tailoring strategy. Throughout the process, SRNS N&CSE continually delivered high quality PDSA drafts/submittals on or ahead of schedule and approached the development process in a collaborative manner through multiple comment resolution sessions.
- The SRNS Design Authority (DA) demonstrated exceptional leadership in the conduct of Formal Design Reviews including the Preliminary Design of five subprojects and seven CD-3X and SFE

design submittals. The design reviews were executed in a thorough, detailed, and well-structured process that focused on continuous improvement, implementing lessons learned with each successive design review. The reviews resulted in valuable feedback to design agencies maintaining a high level of integrity in design and highlighting key issues requiring attention to ensure a more effective path to final design, or, in the case of CD-3X packages, controlling costs through effective design management prior to issuing the design to the field for construction execution.

- The Design Authority Manager assigned to HFTOC design completion has done an outstanding job in driving progress and driving down unnecessary project cost. This manager has developed a deep understanding of the requirement basis while maintaining appropriate manager level focus on driving design progress. This individual drive to understand and challenge the requirement basis has led to meaningful reductions in HFTOC cost. Additionally, the project manager assigned to HFTOC glovebox procurements has been similarly effective in driving completion of HFTOC glovebox designs and transition to fabrication at Savannah River Site machine shops. This leadership team has been instrumental in successful transition of HFTOC and schedule recovery efforts.
- The SRPPF Deputy Building Official program has been effectively implemented and staffed with highly competent and experienced individuals. The team has shown a high level of professionalism and responsibility for the authorities delegated to them by NNSA while still providing support to construction execution activities in field.

Issues:

- SRNS finish adherence to the forecast and baseline schedules for self-performed scope in FY 2025 was well below the desired level of 95 percent adherence based on the DOE Project Assessment and Reporting System excerpt. For FY 2025, only 47 percent of activities were completed as forecasted, and only 17 percent were completed as baselined.
- SRNS project reporting has not provided adequate context of overall project status. Reporting lists accomplishments and some discrete issues/challenges, but the reports give no sense of the magnitudes of schedule delays and cost overruns that have been experienced during the performance period. The lack of recognition and acknowledgement of issues results in a corresponding lack of communication of recovery plans.
- In finalizing the design for the Y810 project, SRNS failed to effectively manage the interfaces among the organizations. When NNSA directed descoping of Y810 from SRNS (NNSA-SRPPF-24-0200), the direction stated “Your support of this acquisition strategy revision as the SRPPF project Design Authority (DA) and SRNS Site M&O contractor remains critical to the success of the SRPPF project. Your continued support is required.” Further, the FY’25 Award Fee Plan, under Subjective Fee Area 2, states “The Contractor shall support the NNSA by working with the United States Army Corp of Engineers (USACE) to deliver all infrastructure and logistical services required for successful USACE execution...”. However, as documented in NNSA-SRPPF-25-0173, SRNS was unresponsive in supporting the resolution of identified interface issues between the USACE and Fluor designs from June through August, hampering successful USACE execution of the project.

Subjective Evaluation Factor 3: Effective Management of Quality/Contractor Assurance

Amount of At-Risk Fee Allocation: \$2,060,909

3. Effective Management of Quality/Contractor Assurance

SRNS earned a rating of Satisfactory, and 40 percent of the award fee allocated to this SEF. SRNS met the award fee criteria in the aggregate; however, issues slightly outweighed accomplishments.

Accomplishments:

- The SRNS SRPPF QA/QC and CAS Organizations responded positively to issues identified by NNSA assessments conducted during the performance period with the following actions:
 - SRNS SRPPF promptly completed an annual internal audit of the SRPPF QA Program (G-PSQ-F-00011) for compliance to applicable NQA-1-2019 Part I and Part II Subparts.
 - SRNS issued the SRPPF Construction Management Subcontractor (CMS) Oversight Plan, V-PRP-F-00048, Rev. 0, on July 9, 2025, to document the SRNS oversight strategy of the CMS and lower-tier subcontractors and their performance in the execution of the SRPPF project.
 - SRNS SRPPF QA/QC recently demonstrated improvements in their oversight of supplier activities by reducing their focus on Management Field Observations and utilizing other assessment tools such as surveillances, assessments, and audits, to perform in-depth reviews of compliance to requirements, implementation effectiveness, and identification of improvement opportunities.
 - SRNS implemented improvements to the SRNS SRPPF Lessons Learned Program in identifying potential LL for the SRPPF Project.
- SRPPF corrective action timeliness has significantly improved over the course of the performance period and has exceeded its targeted goal of 95 percent completion.
- SRNS implemented a compensatory plan with corrective actions to reduce Incidents of Security Concern (IOSC) frequencies. This continues to be a positive trend.
- SRNS SRPPF CAS revised the SRPPF Management Review Board Charter and issued an CAS Alternative Implementation Plan to better align with the needs of the project.

Issues:

- Every preliminary design report issued by the SRNS Formal Design Review team has included a recommendation to "...initiate a corrective action investigation in the CAS to identify and correct negative trends observed in this and prior FDRs and IPTs, associated with continuing technical deficiencies, inconsistencies, configuration control/management issues, and the inability to meet the required design maturity." Although SRNS has issued contract letters to the design agencies related to this topic, to date, NNSA has not observed actions taken within the CAS.
- SRNS did not have a robust oversight program in place upon completion of the CM transition leading to inadequate oversight of the CM Contractor for several months. There was insufficient evidence to demonstrate that CM oversight was being planned, scheduled, performed, and documented resulting in multiple NNSA Findings and OFIs.
- Timely communication between the CM Contractor, SRNS, and NNSA of upcoming supplier fabrication activities that require oversight/verification continues to be a problem. SRNS needs to continue holding the CM Contractor accountable for ensuring their subcontractors comply with notification requirements.
- The Glovebox Field Oversight Surveillance reports from the CM Contractor were not provided to SRNS in a timely manner making it difficult to oversee the progress being made by the GB Vendors and the CM Contractor. SRNS needs to hold the CM Contractor accountable for providing these surveillance reports in an expedited manner.
- NNSA assessments conducted during the performance period identified notable programmatic deficiencies, lack of implementation, lack of compliance, and opportunities for improvement impacting the following key areas:
 - Issues Management
 - Lessons Learned
 - SRPPF NQA-1 Internal Audits
 - Software Quality
 - CM Oversight Plan Implementation

Subjective Evaluation Factor 4: Effective Leadership and Construction Management Oversight

Amount of At-Risk Fee Allocation: \$5,495,757

4. Effective Leadership and Construction Management Oversight

SRNS earned a rating of Satisfactory, and 20 percent of the award fee allocated to this SEF. SRNS met the award fee criteria in the aggregate; however, issues outweighed accomplishments.

Accomplishments:

- SRNS Construction Oversight facilitated positive interactions with the Y799 CD-3O/R subcontractor, C.A. Murren, throughout the period. There is effective communication between CM and C.A. Murren during the morning kickoff meeting, daily afternoon Plan of the Day meetings, and weekly progress meetings. During the weekly progress meeting, in particular, all CM relevant stakeholders attend in person or remotely. This includes representatives from Field Engineering, Construction supervision and management, Quality Control, and Project Management. This allows for any issues or constraints to be effectively communicated to concerned parties in real time to keep the subcontractor actively working without significant delay. SRNS and NNSA have a standing invitation to attend as well. Overall performance of the subproject is not without its challenges but has maintained percent complete at or greater than planned with this oversight approach.
- Glovebox procurements were noted as a high-level negative in the mid-year performance evaluation report and SRNS has demonstrated improvement in this area through making key changes at the management level at SRNS and influencing management changes at the CM. This change in leadership has resulted in clear performance improvements.
- Over the course of the fiscal year, SRNS issued 12 Letters of Concerns to the CM. These letters showed a commitment to their oversight of the CM contractor. Some of the issues include schedule updates, travel invoicing, slow delivery of requested documents, and a contract award that violated the terms and conditions of the contract.

Issues:

- The Y799 Main Process Building (MPB) Integrated Master Schedule (IMS) submitted on May 29, 2025, was determined by the Independent Cost Estimate (ICE) team to be of insufficient quality to continue the ICE process. The inability of SRNS to develop a quality baseline submittal has negatively impacted NNSA's ability to appropriately plan and fund the project. This issue has resulted in reductions in project funding that will further delay project completion.
- The 3X package early submittals have continued to slip throughout FY 2025. This reduces the benefit of having CD-3X package scopes to accelerate field work on critical path scope, or aid in leveling the amount of onsite personnel at peak execution. The dates below demonstrate the slip in CD-3X package submittals to initiate the process of approval throughout FY 2025. The commitment dates are based on the agreement reached between SRNS and NNSA in letter SRNS-F2000-2024-00049. The revised commitment dates are from the latest commitment from SRNS to NNSA in letter SRNS-F2000-2025-00205.

Scope	Commitment Date	Revised Commitment Date	Oct-24 Date	Aug-25 Date
Y799 CD-3F Submittal	Mar-25	TBD	06-Mar-25	16-Dec-25
Y799 CD-3G Submittal	Dec-24	06-Nov-25	01-Oct-25	28-Oct-25
Y799 CD-3J Submittal	Dec-24	14-Jul-25	18-Nov-24	16-Sep-25
Y799 CD-3K Submittal	Jan-25	30-Apr-26	18-Nov-24	20-May-26
Y799 CD-3L Submittal	Aug-25	07-Aug-26	25-Feb-26	19-May-26
Y799 CD-3M Submittal	Aug-25	23-Jan-26	29-Jan-26	10-Dec-25
Y799 CD-3P Submittal	Jan-25	02-Oct-25	02-Apr-25	23-Oct-25
Y799 CD-3Q Submittal	Apr-25	12-Sep-25	01-Jul-25	16-Oct-25

SRPPF Construction Management Task Order Agreement #02, G-SOW-F-00298 Section 3.1.1.7 requires a Transition Readiness Review to ensure readiness at the end of the transition period. Although the transition period was excessively lengthy, multiple plans developed by the CM, and approved by SRNS, provided insufficient detail to ensure readiness at the end of the transition period. These insufficient plans hampered CD-3X execution and CD-2/3 baseline development. Below are just a few of the many examples from feedback provided throughout the year:

- The CM Lockout Tag Out (LOTO) program was not implemented at CM transition, and not in place through March of 2025. The 7-month lag has subsequently caused LOTO activity delays and confusion amongst the SRPPF Y799 CD-3O subcontractor regarding procedural implementation and expectations.
- Although the approach to Project Controls was defined with their subcontractor in FNP-PLAN-S4PF-050 dated April 11, 2024, issues remain between SRNS and its subcontractor preventing presentation of an EVMS system that meets its system description and reporting requirements.
- There is the ongoing challenge for Merrick’s interface with the new repository document transfer and retrieval system. For example, Merrick has offered comments on the SRNS-prepared GBS SDD Rev 6. However, as of December 17, 2024, the comments had yet to be transmitted to SRNS because Merrick’s transmittal is tied up in the CM document repository exchange.
- There have been multiple occasions in which documents could not be located in the document repository of record. Additionally, there are multiple occasions in which the CM have actualized completion deliverables associated with discrete schedule activities; however, the documents could not be located in the repository.
- Despite being more than 3 months into transition, there is no observable progress being made regarding CM taking over maintenance and upkeep of the facilities. SRNS/BG&M continued maintenance of the CM Facilities identified on pages 20-24 of T02-011, FNP-PLAN-S4PF015,

Facility Layout and Site Logistics Plan. BG&M/SRNS continue expending resources to operate and maintain the CM designated facilities.

- Despite reporting completion of transitioning engineering activities to the CM in September of 2024, there is no objective evidence of completion of SRNS Engineering Oversight activities identified in Attachment E of SRNS-IM-2024-00071, Savannah River Plutonium Processing Facility Construction Management Subcontractor Oversight Plan, in the first half of FY 2025.
- NNSA has made repeated requests that the full data set for Engineering deliverables and other repositories (execution CD-3X's) that supports the Earned Value and percent complete of the month end schedule be submitted for review. This action has still not been completed for NNSA to objectively review the progress of the CM's scope.
- The project's governing design plans (Design Review Plan, Configuration Management Plan, Design Management Plan) do not fully represent how the project has reported it will be designing and managing the project and how the path is in accordance with DOE Orders, Standards, and Directives. The CM has not provided a clear outline of how their design meets preliminary and final design and how that is verifiable within their processes.

As identified during December 2024 fee feedback, SRNS was noted as pushing back against the CM's attempt at slipping schedule dates without a reasonable explanation and recovery plan. DOE Letter of Concern (NNSA-SRPPF-25-0155 dated August 5, 2025) identified a continuing trend with lack of accountability to baseline performance completion expectations and requested an actionable recovery plan by August 29, 2025. No recovery schedule has been received as of the end of the performance period, and projects have continued to slip with the two most egregious execution as of the end of August 2025.

SRNS Design Authority and Engineering Oversight organizations have been ineffective in driving performance improvement based on data provided in engineering performance metrics. Specifically, the CM has continuously failed to accurately track, manage, and report engineering performance and deliverables to achieve final design, in the first three quarters of FY 2025. SRNS requested Engineering Burndown curve data from the CM that required approximately 6 months to obtain. Upon obtaining the data, it was laden with discrepancies and incomplete information such that effective analysis of the data could not be performed. The ineffective SRNS request and CM response resulted in NNSA Contracting Officer letters to formalize the request and influence the CM's cooperation in providing usable data. The CM has complied with the request and developed design burn-down curves in May, but to date, after 4 months the data remains inconsistent resulting in less than factual engineering design performance reporting.

- Despite SRNS Design Authority continued emphasis on CM delivery of high-quality design deliverables to enable effective design reviews and advance CD-3X approval and execution, the CM continues to deliver incomplete design packages as identified in SRNS generated design review reports. Additionally, the CM has continuously failed in clearly defining the scope of CD-3X packages despite requiring the CM generate configuration-controlled Scope of Work documents for each design package. The CM has unilaterally changed the scope of design resulting in delays to completion and submittal of the CD-3X package. Although SRNS has continuously challenged the CM to produce a design package that satisfies DOE Orders and Directives for specific package maturity and content, this has not effected change or improvement from the CM.

Schedule Incentive Fee

Amount of At-Risk Fee Allocation: \$32,058,582

Performance Based Incentives (PBIs) Summary		
PBI	Incentive Fee Available	Incentive Fee Earned
SRPPF.01: Submittal of resolved Y799 CD-2/3 package	\$3,205,858	\$ 383,309
	\$9,617,575	\$ 0
SRPPF.02: Completion of design packages	\$1,068,619	\$1,068,619
	\$1,068,619	\$1,068,619
	\$1,068,619	\$1,068,619
	\$ 748,034	\$ 748,034
	\$ 320,586	\$ 0
	\$1,068,619	\$1,068,619
	\$1,068,619	\$1,068,619
SRPPF.03: Submittal of resolved Y812 HFTOC CD-2/3 package	\$1,202,197	\$ 143,740
	\$3,606,590	\$ 0
SRPPF.04: Issue notice to proceed for fabrication of all sections for critical MTS Trunkline gloveboxes Y799 GB-V17 and GB-F54; Complete/accept one weld per vendor.	\$1,602,929	\$1,602,929
	\$1,602,929	\$1,602,929
SRPPF.05: Y808 CD-3A: Complete underground and site preparation activities N-1, N- 3, S-1, S-5, and S-8.	\$ 601,099	\$ 601,099
	\$ 601,099	\$ 0
	\$ 601,099	\$ 0
	\$ 601,099	\$ 0
SRPPF.06: Y799 CD-3C: Complete all concrete removals (walls, slabs, curbs, and mezzanines) for Bldg. 226-F Structural Wall Prep IDIQ Subcontract Task Order 1 (Phases 1 & 2) (15,041 cubic feet) and 80% Task Order 2 (Phase 3) up to 13,600 cubic feet.	\$ 961,758	\$ 961,758
	\$1,442,636	\$1,442,636
Total	\$32,058,582	\$12,829,529

ATTACHMENT 1 - CLIN 0001 FY 2025 Performance Evaluation and Measurement Plan (PEMP)

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 U.S. 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.

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 and executing plutonium disposition activities necessary to remove plutonium from SRS.

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 plant 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 partnerships and technology transfer mechanisms that support the plant's 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 SRS 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 SRNS 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 Savannah River Site and the Enterprise.

Objective 6.1

Define and implement a realistic strategic vision for the Savannah River Site, 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.

1. Effective Interactions and Timely Responses

Contractor will ensure project issues identified by NNSA, Contractor, and/or Sub-Contractor(s), particularly those affecting safety, security, quality, and project performance, are promptly, effectively, and transparently addressed. Contractor will respond to issues identified by NNSA, including but not limited to assessment findings, reviews, and awareness activities within requested timeframes. Contractor shall notify the appropriate NNSA functional counterpart of Contractor identified issues and take appropriate project or contract actions to adequately address. Contractor will support NNSA in project related areas such as budget exercises, quarterly reviews, tours, etc. The Contractor demonstrates and meets the goals of the signed SRPPF Partnering Agreement dated February 16, 2022. (NNSA Document - "SRPPF Partnering Agreement – 2022.02.16").

2. Effective Management of Contractor (SRNS)

The Contractor will effectively manage the performance of its assigned scope in support of the project in accordance with letter NNSA-SRPPF-23-0004. As stated in the letter, this scope consists of design authority, nuclear safety and security analysis and authorities, project commissioning, planning and preparation for and transition to nuclear operations/maintenance, and overall integration of scope per DOE O 425.1D (readiness for startup). The performance of this scope shall be in support of achieving Critical Decision (CD)-4 through execution of the subcontracted Construction Manager (CM), who has assumed overall leadership responsibility and will manage the project execution and performance through construction completion and SRNS activities to manage construction activities through Operations Ready Review (ORR) completion.

In addition, the Contractor will provide effective ancillary support (consistent with the division of responsibilities outlined in NNSA-SRPPF-23-004) as required by the CM (e.g. infrastructure and logistical services interface with site entities to include permitting, project controls functions necessary for reporting in government systems, etc.). Questions about appropriate division of responsibility between the CM and SRNS should be referred to NNSA.

The Contractor shall support the NNSA by working with the United States Army Corp of Engineers (USACE) to deliver all infrastructure and logistical services required for successful USACE execution in accordance with C-3.4. This support may take the form of Contractor supplied site services or contract direction to/negotiation with the CM and in accordance with the mutually agreed to Memorandum of Understandings/Memorandum of Agreements.

Contractor project scope shall be executed in a transparent and quality manner that is cost effective and on schedule. This includes a right-sized organization with personnel empowered to lead change within a disciplined management system. The Contractor's personnel and organization are competent, appropriately rigorous, integrated, and agile.

The Contractor will strive to minimize rework and idle time.

3. Effective Management of Quality/Contractor Assurance

Contractor will proactively promote, instill, and oversee an integrated assurance system with a "Learning Organization and Continuous Improvement" culture by institutionalizing lessons learned within the SRPPF project for every functional area. Contractor will ensure all employees and project supporting organizations understand their responsibility for the quality performance of their work in accordance with the established project performance baselines. Contractor will identify Quality and Contractor Assurance Program concerns, findings and observations and properly address issues to promote continuous project improvement.

Principles outlined in the SRNS Program and Project Quality Assurance Plans, and a culture of "Learning Organization and Continuous Improvement" are flowed down to all organizations,

processes, work product outputs, etc. Performance assessments and metrics are utilized to drive positive performance with a focus on timely completion of activities while doing it right the first time.

Contractor will integrate quality assurance throughout the design, procurement, construction and operational phases to effectively and efficiently capture, flow down, implement, and validate requirements. This is particularly important for nuclear safety and security related work products requiring key material and performance criteria to be implemented, documented, and validated.

4. Effective Leadership and Construction Management Oversight

Successfully demonstrate leadership in supporting the overall DOE/NNSA mission. Cultivate a Performance Excellence Culture that encompasses all aspects of execution and continue to emphasize safety and security. Improve the responsiveness of SRNS 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 SRPPF Project.

Contractor shall provide effective and efficient oversight of the Construction Management (CM) subcontract. Effective oversight means maintaining awareness of the project status (e.g. schedule, cost, risk), having awareness and understanding of key decision points (i.e., date at which decisions need to be made to avoid impact, prioritization based on losses per day due to lack of a decision, etc.), and taking appropriate action to intervene when poor CM subcontractor performance is jeopardizing project success. Efficient oversight means executing at a staff level commensurate with the scope of work.