



The Deputy Secretary of Energy
Washington, DC 20585

August 11, 2025

MEMORANDUM FOR JOHN E. DUPUY
DIRECTOR
OFFICE OF ENTERPRISE ASSESSMENTS

TERESA ROBBINS
ACTING UNDERSECRETARY OF ENERGY FOR NUCLEAR
SECURITY AND ADMINISTRATOR OF THE NATIONAL NUCLEAR
SECURITY ADMINISTRATION

FROM: JAMES P. DANLY
DEPUTY SECRETARY OF ENERGY

SUBJECT: Special Study of the National Nuclear Security Administration's
Leadership and Management of the Plutonium Pit Production Mission

I have become increasingly concerned about the National Nuclear Security Administration's (NNSA's) ability to consistently deliver on nuclear weapons production capabilities needed to support the national defense of the United States. Of paramount importance to our long-term security is the ability of NNSA to reestablish the capability to produce plutonium pits at Los Alamos National Laboratory (LANL) and the Savannah River Site (SRS). For nearly three decades, the United States has not had the ability to produce plutonium pits in the quantities required for the nuclear weapons stockpile and to maintain nuclear deterrence. Delaying the restoration of this capability could result in significant cost increases and risks to national security.

Consequently, I am directing the Office of Enterprise Assessments to conduct a special study of NNSA's leadership and management of the plutonium pit production mission and its associated projects at LANL and SRS. The special study will evaluate key leadership and management processes critical to delivery of pit production mission commitments, including establishment of clear lines of authority and accountability; identification and management of project risks; facility infrastructure improvement initiatives; use of contractual mechanisms to hold contractors accountable for mission delivery; and leadership engagement to resolve technical, human capital, regulatory, and other challenges impeding progress. The special study should be completed within 120 days.

NNSA managers and contractors are expected to provide their full cooperation with the Office of Enterprise Assessments for this special study by providing requested briefings, facilitating interviews and site visits, and submitting program documentation, such as program and project policies, plans, procedures, performance measures, and action plans.

Thank you for your attention to this highly important matter.

