

Fee Determination Scorecard

Contractor: UCOR LLC

Contract: DE-SC00004645

Award Period: October 1, 2020 through March 31, 2021

Basis of Evaluation: Award Fee and Performance Based Incentive (PBI) Fee Performance and Evaluation Measurement Plans (PEMP) for October 1, 2020 through March 31, 2021.

Award Fee Scorecard:

Criteria	FY 2021-01		
	Adjective Rating	Fee %	Fee Amount
Project Management and Business Systems	Excellent	100%	\$441,305
Operations Management	Good	75%	\$397,174
Quality and Safety Culture	Excellent	95%	\$419,240
Regulatory and Stakeholder Activity	Excellent	95%	\$335,390
Total Project Management Incentive	Very Good	90.25%	\$1,593,109
Cost and Schedule Incentive	High Confidence	100%	\$1,444,270
Total Award Fee	Excellent	95%	\$3,037,379

Significant Accomplishments

- UCOR LLC (UCOR) is projected to underrun their contract by more than \$100 million. UCOR has performed 93 percent of their contract baseline with a cumulative Schedule Performance Index of .99, a Cost Performance Index of 1.03, and a To Complete Performance Index based upon Estimate at Completion of .99.
- UCOR addressed the Oak Ridge Office of Environmental Management environmental liability by ramping up cleanup at the Oak Ridge National Laboratory and the Y-12 National Security Complex using the skilled, experienced crews that successfully completed demolition at the East Tennessee Technology Park (ETTP). Work underway is reducing risks and addressing the U.S. Department of Energy (DOE) largest inventory of high priority excess facilities.
- UCOR identified and implemented several actions in this period that generated \$1 million in savings by reusing resources and improving the workforce’s productivity and efficiency.
- UCOR responded aggressively and effectively to rapidly changing conditions associated with the COVID-19 pandemic. UCOR received approval from the Tennessee Department of Health to be a Point of Distribution for the vaccine, which enhanced access and availability for the Environmental Management workforce. Medical staff offered vaccines in the clinic and at project work locations to increase worker participation.
- UCOR met or exceeded Fiscal Year 2021 small business subcontracting goals: (a) Small Business - achieved 79.8% versus the goal of 65%; (b) Women Owned Small Business - achieved 21.7% versus the goal of 10%; (c) HUBZone – achieved 10.3% versus goal of 4%; (d) Service-Disabled Veteran Owned

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Small Business - achieved 8.5% versus goal of 4%; and (e) Veteran Owned Small Business - achieved 15.5% versus goal of 4%.

- As Vision 2020 was completed, UCOR worked to disposition 270 radiological sources that were at ETPP, which reduced the radiological risk from legacy sources.
- UCOR did not receive any written regulatory non-compliances or have a reportable release under the occurrence reporting criteria during this period. UCOR has operated 72 months without a letter of noncompliance from an outside regulatory agency and 111 months without a spill or release reportable to outside agencies other than a routine regulatory report.
- UCOR maintained alignment of the Contract and the Performance Measurement Baseline. Fourteen contract modifications were definitized during this evaluation period within an average of 165 days, well below the goal of 180 days. All Baseline Change Proposals to adjust the Performance Measurement Baseline were submitted within 30 days of the contract modification that definitized the change request.
- UCOR continued support and participation in the Emerging Issues Team with the U.S. Environmental Protection Agency, the Tennessee Department of Environment and Conservation, and the DOE Headquarters Office of Environmental Management helping to advance discussion and decisions related to the Environmental Management Disposal Facility Waste Acceptance Criteria.
- UCOR continued demonstrating a strong Contractor Assurance System Program. Staff closed 85 corrective actions to address previously identified issues and reduced the likelihood of recurring events, achieving a 96 percent on-time closure rate.
- UCOR exhibited a strong Cyber Vulnerability Management Program by obtaining 100 percent compliance with the six grading categories. UCOR ensured critical and high cyber vulnerabilities were mitigated in a timely manner.
- UCOR had a stable performance with the Total Recordable Cases and Days Away, Restricted or Transferred rates. The cumulative Fiscal Year 2021 rate for this period is a Total Recordable Cases of 0.11 and Days Away, Restricted or Transferred of 0.0, both below the limits.

Opportunities for Improvement

- UCOR experienced issues related to transportation safety.
- UCOR needs to ensure and verify that all field equipment instruments are calibrated correctly.
- UCOR experienced issues related to work planning and control.

Objective Fee (PBI) Criteria Summary Table

Metric	Title	Maximum Available	Fee Earned
ETTP-185	Biology Building 9207 Hazardous Material Removal	\$675,000	\$675,000

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Metric	Title	Maximum Available	Fee Earned
ETTP-191	Preliminary Disposal Authorization Statement for EMDF	\$300,000	\$300,000
ETTP-202	Biology Building 9207 - Ancillary Facilities Asbestos Removal and Demobilization	\$200,000	\$200,000
ETTP-204	Biology Building 9207 - Middle Section Asbestos Abatement	\$250,000	\$250,000
ETTP-205	Biology Building 9207 - Upper Section Asbestos Abatement	\$500,000	\$500,000
ETTP-206	Biology Building 9210 - ACM/Hazardous Waste Removal on 2nd, 1st, Levels and Basement	\$350,000	\$350,000
ETTP-207	Biology Building 9210 - ACM/Hazardous Waste Removal on Roof and 3rd Levels	\$300,000	\$300,000
ETTP-208	ORNL Building 3026 Loose Material Removal and Tent Construction	\$500,000	\$500,000
ETTP-233	Complete the Startup Testing of the 3608 Zeolite Filtration System	\$175,000	\$175,000
ETTP-234	Building 9210 Demolition Ready	\$900,000	\$900,000
ETTP-237	ORNL Building 3042 Cold and Dark/Temporary Power	\$200,000	\$200,000
ETTP-240	ORNL 3010 Complex Phase 1 Deactivation Completion	\$175,000	\$175,000
ETTP-246	Zone 1, 770 Remedial Action	\$200,000	\$200,000
ETTP-248	Building 9207 Demolition Ready	\$2,300,000	\$2,300,000
ETTP-254	Y-12 Biology Building 9210 Demolition Completion	\$500,000	\$500,000
ETTP-256	PWS C.2.07, Fire Alarm Panel Upgrades	\$175,000	\$175,000
ETTP-258	ORNL 3005 Building - Phase 1 Deactivation Completion	\$190,000	\$190,000
Total		\$7,890,000	\$7,890,000

*PBI value does not include early incentive fee earned.

Overall (Subjective and Objective) Fee Earned

PEMP Fee Type	Fee Amount	Percent of Max Available Fee
Objective Criteria (PBI) Fee Earned	\$7,890,000	100%
Subjective Criteria Fee Earned	\$3,037,379	95%
TOTAL FEE EARNED	\$10,927,379	98%